Sample Business Plan: Scaling a Catering business in the American Market

TITLE PAGE

Harvest & Hearth Catering, LLC (Texas LLC). Founded March 15, 2021. Austin, Texas. Founder Elena Ramirez: Ex-Uchi Austin executive chef, grew McGuire Moorman Events division to $2.1M annual revenue. We provide premium full-service catering at $45-$95/person to corporate clients and weddings, targeting $1.9M Year 1 revenue with 62% gross margin. April 2024.

SECTION 1: EXECUTIVE SUMMARY

US businesses lose $4.2B annually due to subpar catering (IBISWorld 2023), with 72% of event planners reporting client dissatisfaction with dietary accommodation failures (2023 Event Manager Report). Harvest & Hearth solves this via farm-to-table sourcing, proprietary menu customization software, and hybrid service models. We capture $18M Central/North Texas SOM by charging $85/person for 150-guest weddings (vs. competitors' $92-$107), achieving 62% gross margin through 31.5% food cost ratio (vs. industry 35%+).

Revenue model: 68% full-service events ($65-$95/person), 22% corporate subscriptions ($3,800/month avg.), 10% grab-and-go. Year 1 revenue: $1.9M (1,500 guests at $1,267 avg. event value). Gross margin: 62% ($1.18M). Fixed costs: $700,000/year. Profitability achieved at $1.05M revenue (Q2 2022). Projected $3.2M revenue by 2026 with 19.5% net margin.

Seeking $750,000 convertible note (20% discount, $5M cap) for: Dallas facility ($300,000), 2 refrigerated trucks ($150,000), tech platform ($75,000), marketing ($100,000), working capital ($125,000). Funds enable $432,000 Dallas revenue by Q4 2025, 2.4% SOM capture, and $512,000 net profit by 2026 (68.3% ROI).

SECTION 2: COMPANY OVERVIEW

Texas LLC formed March 15, 2021. Chose LLC for pass-through taxation and liability protection. Austin location selected for 22% population growth (2010-2020 US Census), 50,000+ new residents since 2020, and $410M Texas catering market (Ducker Research). Ownership: Elena Ramirez (65%), Marcus Thompson (25%), Robert Chen (10% angel).

Elena Ramirez (CEO): Grew McGuire Moorman Events division from $0 to $2.1M revenue in 3 years. Marcus Thompson (COO): Managed Whole Foods Market Events' $4.8M annual catering operation with 12% labor cost ratio.

Date	Milestone	Status	Next Steps
Mar 2021	Company formation	Complete	N/A
Jun 2021	3,200 sq. ft. kitchen lease	Complete	Negotiate Dallas facility (Q3 2024)
Aug 2021	First revenue ($18,400)	Complete	N/A
Q2 2022	Profitability achieved	Complete	N/A
Dec 2023	$1.4M annual revenue	Complete	N/A
Q3 2024	Menu design platform launch	In progress	Complete beta testing by Aug 2024
Q1 2025	Dallas facility lease	Planning	Secure location by Oct 2024
Q4 2026	$3.2M revenue target	Planning	Achieve $250K/month by Q2 2026

SECTION 3: MARKET ANALYSIS

TAM: $15.6B (US catering, IBISWorld 2024). SAM: $410M (Texas catering, Ducker Research). SOM: $18M (Central/North Texas mid-to-high-tier events). Methodology: SAM = Texas population (30.5M) x 1.2% event participation rate x $1,125 avg. spend (BLS). SOM = SAM x 4.4% (Austin/Dallas/Houston metro concentration).

Target customer: Tech professionals (45% of revenue), weddings (40%), private events (15%). Avg. household income: $142,000 (Austin MSA). Budget range: $7,500-$25,000/event (corporate), $12,000-$35,000 (weddings). 68% prioritize sustainability (Nielsen 2023), 72% require dietary accommodations.

Market trends: 1) Health-conscious menus growing at 8.3% CAGR (2023-2028, Statista); 2) Hybrid event catering demand up 41% since 2022 (EventMB); 3) Local sourcing preference: 68% of consumers pay 15% premium (Nielsen); 4) Austin population growth: 2.1% annually (US Census).

Segment	Size ($)	Growth Rate	Our Share Target	Rationale
Corporate Events	$7.2M	9.1%	3.5%	12 existing tech contracts; target 25 clients by 2026
Weddings	$8.1M	5.8%	2.8%	15 planner partnerships; 28% repeat rate target
Private Dinners	$1.8M	4.2%	4.1%	Premium pricing ($95/person); 10% loyalty discount
Grab-and-Go	$0.9M	22.0%	12.0%	New 2024 offering; low CAC ($32)

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
US Catering	$15.6B	N/A	N/A	IBISWorld 2024
Texas Catering	N/A	$410M	N/A	Ducker Research x BLS spend data
Central/North TX Events	N/A	N/A	$18M	SAM x 4.4% metro concentration

SECTION 4: COMPETITIVE ANALYSIS

Market leaders: Salt & Time ($2.8M revenue, 1.5% SOM), Catering by Matt's ($3.1M), The Salt Lick ($4.5M). Weaknesses: Salt & Time lacks dietary customization (only 2 vegan options), Matt's has 18% client churn (per LinkedIn reviews), Salt Lick limited to BBQ. Whole Foods undercuts on price ($35/person) but has 22% client dissatisfaction with customization (2023 survey).

Competitive advantages: 1) 12 local farm contracts reduce food cost by 4.2% vs. Sysco-dependent competitors (verified by 2023 COGS audit); 2) Proprietary menu platform cuts proposal time from 72 to 48 hours (client survey); 3) Hybrid model achieves 35% higher corporate retention (28% vs. industry 20.7%); 4) Green Business Certified status commands 8.5% price premium.

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
Salt & Time	$2.8M	$92-$107/person	Wedding reputation	Only 2 vegan options	12 dietary options; 15% lower cost
Catering by Matt's	$3.1M	$88-$102/person	Corporate contracts	18% client churn	28% retention; loyalty program
The Salt Lick	$4.5M	$75-$90/person	Brand recognition	BBQ-only menu	Full menu customization
Whole Foods	$12M+	$35-$50/person	Low cost	Mass-produced meals	Chef-crafted; dietary focus
DoorDash Events	$850K	$40-$60/person	Convenience	No service staff	White-glove service included

Strengths	Weaknesses	Opportunities	Threats
Local farm contracts (12)	Limited to Austin metro	Dallas/Houston expansion	Whole Foods price pressure
62% gross margin	No dedicated sales staff	Hybrid event growth (22% CAGR)	Texas minimum wage increase (2025)
Green Business Certified	Dependent on 3 key planners	Corporate subscription model	Drought affecting local farms
Proprietary menu platform	Single kitchen facility	Tech integration (LTV +35%)	Staff turnover (15% industry avg)

SECTION 5: PRODUCTS & SERVICES

Full-service catering: On-site chefs, servers, equipment for 50-500 guests. Includes 3 consultation calls, digital menu preview, 100% locally sourced ingredients, and post-event survey. Corporate program: Weekly office lunches with dietary customization via online portal; includes dedicated account manager. Grab-and-go: Pre-packaged meal boxes (4-6 servings) available for pickup; $95 avg. price.

Pricing: Weddings at $85/person (vs. $92-$107 competitors) justified by 31.5% food cost ratio (industry 35%+). Corporate subscriptions at $3,800/month (20 employees) includes 15% discount for annual prepay. Gross margin: 62% ($52.70 gross profit/person).

Tier	Price	Features	Target Customer	Expected % Revenue	Gross Margin
Premium Wedding	$85/person	Plated dinner, 3 stations, event manager	Weddings (100+ guests)	40%	61.8%
Corporate Standard	$65/person	Buffet, dietary options, delivery	Tech companies (50+ guests)	28%	62.5%
Subscription	$3,800/mo	Weekly lunches, 4 dietary options	Startups (20 employees)	22%	63.2%
Grab-and-Go	$95/box	Pre-packaged, 6 servings, pickup	Busy professionals	10%	65.3%

Metric	Value	Calculation/Notes
Price per unit	$85	150-guest wedding avg.
COGS per unit	$32.78	Food ($26.50) + Packaging ($6.28)
Gross Profit per unit	$52.22	$85 - $32.78
Gross Margin %	61.4%	$52.22 / $85
CAC	$111.84	($2,500 Google Ads + $8,500 other) / 98 leads * 1.32 conv. rate
LTV	$1,892	($1,267 avg. event * 1.5 bookings) / 0.10 churn rate

LTV:CAC	16.9:1	$1,892 / $111.84
Payback Period	1.8 months	CAC / (Gross Profit *1.5 bookings* 0.10 retention)

SECTION 6: MARKETING & SALES

Go-to-market: Digital channels (65% of new customers) targeting high-intent keywords. Google Ads: $2,500/month budget on "Austin wedding catering" (CPC $4.25, 588 clicks/month). SEO: Target 15 keywords with 1,200+ monthly searches (e.g., "corporate catering Austin" - 1,900 searches). Partnerships: 15 wedding planners generating 42% of leads (avg. 3 events/planner/year).

Sales process: 1) Inquiry (website form); 2) Consultation (62% conversion); 3) Proposal (48-hour turnaround); 4) Contract (50% deposit). Corporate cycle: 2.1 weeks (vs. 8.3 weeks industry avg). Wedding cycle: 10.4 weeks. Conversion rates: 38.7% consultation-to-proposal, 61.2% proposal-to-contract.

Retention: Loyalty program (10% discount on 3rd booking) targets 28% repeat rate. Post-event survey (92% response rate) triggers $200 referral bonus. Corporate clients receive quarterly menu refreshes. Target churn: 8.2% annually (vs. industry 12.7%). Expansion revenue: $380/event from add-ons (e.g., cooking stations).

Channel	Monthly Budget	Expected CAC	Expected Leads/Month	Conversion Rate	Expected Customers/Month	ROI
Google Ads	$2,500	$42.55	588	3.2%	19	1,122%
Instagram	$1,200	$85.71	140	1.0%	1	1,100%
Planner Partnerships	$0	$0	42	61.2%	26	N/A
Email Marketing	$300	$21.43	14	7.1%	1	2,800%
Total	$4,000	$83.33	784	5.9%	47	1,320%

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Expected Leads	Expected Customers
1	2500	1200	500	0	300	4500	784	47
2	2500	1200	500	0	300	4500	784	47
3	2500	1200	500	1500	300	6000	952	57
4	2500	1200	500	0	300	4500	784	47
5	2500	1200	500	0	300	4500	784	47
6	2500	1200	500	1500	300	6000	952	57
7	2500	1200	500	0	300	4500	784	47
8	2500	1200	500	0	300	4500	784	47
9	2500	1200	500	1500	300	6000	952	57
10	2500	1200	500	0	300	4500	784	47
11	2500	1200	500	0	300	4500	784	47
12	2500	1200	500	1500	300	6000	952	57

SECTION 7: OPERATIONS

Daily workflow: Mon-Thu - 70% prep (5am-2pm), 30% client meetings. Fri-Sun - 90% events (staff surge: 12 event-based workers). Capacity: 3,200 sq. ft. kitchen handles 500 meals/day (peak). Event execution: 4-hour setup, 3-hour service, 2-hour breakdown. Quality control: Digital checklists (Toast POS) with 100% completion rate.

Key suppliers: Spring Hill Farms (produce, $8,200/month), Texas Wagyu (meat, $6,500/month). Sysco (dry goods, 60% volume, 4% discount at $15k/month). Eco-Products (packaging, $1,200/month). Technology: Toast POS ($149/month), HubSpot ($800/month), When I Work ($150/month).

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
Spring Hill Farms	Produce	$8,200	Month-to-month	Boggy Creek Farm
Texas Wagyu	Meat	$6,500	12-month	Sweet Grass Dairy
Sysco	Dry goods	$9,000	Annual (4% discount)	US Foods
Toast POS	Inventory/POS	$149	Monthly	Upserve
HubSpot	CRM	$800	Annual	Salesforce
Travelers	Liability insurance	$1,667	Annual	Liberty Mutual

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
Toast POS	Inventory, sales tracking	$149	6	Upserve ($129), Square ($79)
HubSpot	CRM, email marketing	$800	3	Salesforce ($1,250), Zoho ($30)
When I Work	Staff scheduling	$150	2	Homebase ($40), Deputy ($200)
QuickBooks Online	Accounting	$50	2	Xero ($30), FreshBooks ($17)
Custom Menu Platform	Client proposals	$0 (in-house)	2	CaterZen ($299)

SECTION 8: MANAGEMENT TEAM

18 employees (12 FTE, 6 event-based). Compensation: Kitchen staff $18.50/hr (vs. Austin $16.25 avg), management $65k-$85k base + 5% profit share. No advisory board; part-time CFO consultant ($150/hr, 20 hrs/month).

Month	Role	Salary	Priority	Source	Onboarding Time
1	Sales Manager	$68,000	High	LinkedIn	45 days
3	Dallas Kitchen Manager	$72,000	High	Local ads	60 days
4	2 Event Servers	$31,200	Medium	Indeed	14 days
6	Marketing Specialist	$58,000	Medium	Staffing agency	30 days
8	Dallas Prep Cook	$37,440	High	Culinary school	21 days
10	2 Corporate Sales Reps	$62,000	High	Referrals	45 days

SECTION 9: FINANCIAL PLAN

Key assumptions: 47 new customers/month (Year 1), growing to 62/month (Year 3). Avg. revenue per customer: $1,267. Monthly churn: 0.68% (8.2% annual). COGS: 38.6% of revenue (food 31.5%, packaging 7.1%). Fixed costs: $58,333/month. Variable costs: 20.4% of revenue.

Revenue drivers: 1) Dallas expansion (Q2 2025) adds $36,000/month revenue by Q4 2025; 2) Corporate subscriptions grow from 12 to 35 clients (292% increase); 3) Grab-and-go contributes 10% of revenue by Year 3. Pricing maintains 61.4% gross margin despite 5.2% annual food inflation (USDA).

Cost structure: Fixed costs (58% of OpEx): Rent ($6,250), salaries ($38,333), insurance ($1,667). Variable costs (42%): Marketing (12%), supplies (8%), transaction fees (5%). Labor scales at 0.8 staff per $100k revenue. COGS decreases to 37.2% by Year 3 via volume discounts.

Funding: $750,000 covers 14 months runway. Milestones: Dallas facility (Month 6), menu platform launch (Month 3), 25% revenue from new markets (Month 10). Break-even at $95,000/month revenue (achieved Month 8).

Ca	Item	Cost	Notes
Legal/Formation	LLC filing	$300	Already incurred
Licenses/Permits	Texas DSHS permit	$1,200	Annual renewal
Equipment	Refrigerated truck #1	$75,000	2024 model, 15-yr deprecia
Equipment	Refrigerated truck #2	$75,000	2024 model
Equipment	Kitchen expansion	$150,000	Dallas facility
Technology	Menu platform dev	$75,000	Custom build
Marketing	Brand launch	$50,000	Dallas market entry

Marketing	Digital campaigns	$50,000	Months 1-6
Working Capital	3-month buffer	$125,000	$41,667/ x 3
Insurance	Commercial policy	$20,000	12-month premium
Professional Fees	Legal	$15,000	Expansion contracts
Professional Fees	Accounting	$10,000	Annual
Website	Redesign	$8,000	Respons UX
Branding	Collateral	$7,000	Menus, signage
Training	Staff certification	$5,000	ServSafe x 10 staff
Contingency	10% buffer	$75,000	Unplann costs
	Total	**$750,000**	

C	Type	Monthly Cost	Annual Cost	Notes
Rent	Fixed	$6,250	$75,000	Austin kitchen (3,200 sq. ft.)

Salaries	Fixed	$38,333	$460,000	12 FTE avg. $3,194/m
Benefits	Fixed	$7,667	$92,000	20% of payroll
Insurance	Fixed	$1,667	$20,000	Liability, workers' comp
Software	Fixed	$1,149	$13,788	Toast, HubSpot, etc.
Utilities	Fixed	$1,200	$14,400	Gas, electric, water
Marketing	Variable	$4,000	$48,000	12% of projected revenue
Professional Services	Fixed	$1,500	$18,000	CFO consultan
Supplies	Variable	$2,712	$32,544	8% of revenue
Travel	Variable	$833	$10,000	3% of revenue
Loan Payments	Fixed	$0	$0	No debt
Other	Variable	$1,699	$20,388	5% of revenue
	Fixed Total	**$56,826**	**$681,912**	
	Variable Total	**$9,144**	**$109,728**	
	Combined Total	**$65,970**	**$791,640**	

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Year 1 Total
Revenue	120,000	125,000	130,000	135,000	140,000	145,000	150,000	155,000	160,000	165,000	170,000	175,000	1,720,000
COGS	46,320	48,125	49,930	51,735	53,540	55,345	57,150	58,955	60,760	62,565	64,370	66,175	661,520
Gross Profit	73,680	76,875	80,070	83,265	86,460	89,655	92,850	96,045	99,240	102,435	105,630	108,825	1,058,480
Marketing	4,500	4,500	6,000	4,500	4,500	6,000	4,500	4,500	6,000	4,500	4,500	6,000	58,500
Salaries	38,333	38,333	38,333	38,333	38,333	38,333	38,333	38,333	38,333	38,333	38,333	38,333	460,000
Rent	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	75,000
Software	1,149	1,149	1,149	1,149	1,149	1,149	1,149	1,149	1,149	1,149	1,149	1,149	13,788
Insurance	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	20,000
Other OpEx	9,144	9,144	9,144	9,144	9,144	9,144	9,144	9,144	9,144	9,144	9,144	9,144	109,728
Total OpEx	61,043	61,043	62,543	61,043	61,043	62,543	61,043	61,043	62,543	61,043	61,043	62,543	736,016
EBITDA	12,637	15,832	17,527	22,222	25,417	27,112	31,807	35,002	36,697	41,392	44,587	46,282	322,464
Depreciation	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	75,000
EBIT	6,387	9,582	11,277	15,972	19,167	20,862	25,557	28,752	30,447	35,142	38,337	40,032	247,464
Interest	0	0	0	0	0	0	0	0	0	0	0	0	0
Taxes (25%)	1,597	2,396	2,819	3,993	4,792	5,216	6,389	7,188	7,612	8,786	9,584	10,008	61,866
Net Income	4,790	7,186	8,458	11,979	14,375	15,646	19,168	21,564	22,835	26,356	28,753	30,024	185,598

Line Item		M	M	M	M	M	M	M	M	M	M	M	M12
Beginning Cash		[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Cash In													
Revenue Collections		[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Funding		750,000	0	0	0	0	0	0	0	0	0	0	0
Total Cash In		[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Cash Out													
COGS Payments		[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
OpEx Payments		[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
CapEx		750,000	0	0	0	0	0	0	0	0	0	0	0

Total Cash Out		[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Net Cash Flow		[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Ending Cash Balance		[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	1,720,000	520,000	560,000	600,000	650,000	720,000	780,000	840,000	910,000	3,250,000
COGS	661,520	199,840	214,720	229,600	249,500	275,040	297,120	319,200	345,800	1,237,160
Gross Profit	1,058,480	320,160	345,280	370,400	400,500	444,960	482,880	520,800	564,200	2,012,840
OpEx	736,016	220,000	235,000	250,000	265,000	290,000	310,000	330,000	350,000	1,285,000
EBITDA	322,464	100,160	110,280	120,400	135,500	154,960	172,880	190,800	214,200	727,840
Net Income	185,598	57,640	63,410	69,220	78,160	89,100	99,400	109,700	123,180	417,380
Ending Cash	415,834	520,000	650,000	800,000	950,000	1,100,000	1,250,000	1,400,000	1,550,000	1,550,000

Metric	Value	Calculation
Monthly Fixed Costs	$58,333	Rent $6,250 + Salaries $38,333 + Benefits $7,667 + Insurance $1,667 + Software $1,149 + Utilities $1,200 + Professional $1,500 + Depreciation $6,250
Variable Cost per Unit	$32.78	Food $26.50 + Packaging $6.28
Price per Unit	$85.00	Average per-person price
Contribution Margin per Unit	$52.22	$85.00 - $32.78
Contribution Margin %	61.4%	$52.22 / $85.00
Break-Even Units per Month	1,117	$58,333 / $52.22
Break-Even Revenue per Month	$95,000	1,117 units x $85.00

Expected Break-Even Month	Month 8	Projected revenue $96,045 (Month 8)
Safety Margin	38.2%	($155,000 - $95,000) / $155,000

Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	61.5%	61.8%	61.9%	55-65% (premium catering)
Operating Margin %	17.7%	18.2%	19.5%	10-15%
Net Profit Margin %	10.8%	11.2%	12.8%	8-12%
Current Ratio	1.8	2.1	2.3	1.5+
Quick Ratio	1.5	1.8	2.0	1.0+
CAC Payback Period	1.8	1.7	1.6	6-18 months
LTV:CAC Ratio	16.9:1	17.5:1	18.2:1	3:1+
Monthly Burn Rate	$12,637	N/A	N/A	N/A
Runway (months)	9.9	N/A	N/A	N/A

SECTION 10: RISK ANALYSIS

Top risks: 1) Labor shortage (Probability 4/5, Impact 5/5): Texas catering wages rose 6.2% YoY (BLS), risking 15% staff turnover. 2) Food inflation (Probability 5/5, Impact 4/5): USDA forecasts 5.2% annual food cost increase. 3) Event cancellations (Probability 3/5, Impact 4/5): Industry average 8% cancellation rate (Event Manager Report). 4) Dallas expansion failure (Probability 2/5, Impact 5/5): Market saturation risk.

Mitigation: 1) Pre-negotiate 3% annual wage increases; implement $1,500 signing bonus. 2) Lock 6-month contracts with 12 farms; shift 10% sourcing to Sysco for price stability. 3) Enforce 50% non-refundable deposit; purchase event cancellation insurance ($1,200/year). 4) Pilot Dallas with 3 planner partnerships before full launch.

Risk	Probability	Impact	Risk Score	Mitigation Strategy	Contingency Plan	Owner
Labor shortage	4	5	20	15% wage premium; $1,500 signing bonus	Partner with ACC culinary program for interns	COO
Food inflation	5	4	20	6-mo farm contracts; 10% Sysco backup	Menu engineering (substitute proteins)	Chef
Event cancellations	3	4	12	50% non-refundable deposit	Cancellation insurance ($1,200/year)	CEO
Dallas expansion failure	2	5	10	Pilot with 3 planners before full launch	Pause expansion; focus on Austin	CEO
Minimum wage increase	4	3	12	Automate scheduling (When I Work)	Adjust pricing by 2.5%	COO
Drought affecting farms	3	4	12	Multi-source key ingredients	Activate 2-week inventory buffer	Chef
Vehicle breakdown	2	5	10	24/7 roadside assistance	Backup vehicle retainer ($500/month)	COO
Client data breach	1	5	5	HubSpot security protocols	Cyber insurance ($800/year)	CFO

SECTION 11: IMPLEMENTATION TIMELINE

Critical path: Menu platform launch (Month 3) enables 30% faster proposals. Dallas facility lease (Month 6) requires 90-day buildout. Hiring sales manager (Month 1) critical for 25% revenue growth. Dependencies: Platform launch must precede Dallas marketing; kitchen expansion requires final health inspection.

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	Sales manager hire	Job posted, interviews	$5,000 recruitment budget	Offer accepted	CEO
2	Menu platform beta	Client testing group	$5,000 dev budget	90% user satisfaction	Chef
3	Platform launch	Full rollout	Training materials	Proposal time <48 hrs	Chef
4	Dallas location search	3 site visits	$2,000 travel budget	Lease terms negotiated	COO
5	Marketing campaign #1	Google Ads live	$6,000 budget	125 leads generated	Sales Mgr
6	Dallas facility lease	Lease signed	$50,000 deposit	5,000 sq. ft. secured	COO
7	Kitchen buildout start	Contractor on site	$100,000 payment	Permits approved	COO
8	Break-even achieved	Positive net income	N/A	$155,000 revenue	CFO
9	First Dallas event	50-person corporate	2 staff deployed	$3,250 revenue	Sales Mgr
10	25% revenue from Dallas	Financial report	N/A	$45,000 monthly revenue	CFO
11	Marketing campaign #2	Houston market test	$8,000 budget	5 qualified leads	Sales Mgr
12	Year 1 review	Financial audit	$5,000 audit fee	10.8% net margin achieved	CFO

SECTION 12: APPENDIX

Full financial model with 36-month daily cash flow, supplier contracts, and market research available upon request. Key assumptions documented: Food inflation (USDA 5.2% annual), labor costs (BLS Texas data), conversion rates (2023 client data). Sources: IBISWorld, Ducker Research, Nielsen, US Census, Event Manager Report 2023.