

Coffee shop Startup: A Real-World Sample Business Plan

BrewHaven Coffee Co. is a Delaware LLC founded in 2024 operating a 1,200 sq. ft. specialty coffee shop at 1215 N Mississippi Ave, Portland, OR. Co-founders Maya Thompson (60% owner, ex-Stumptown manager with SCA certification) and Jordan Lee (40% owner, ex-Nudi Foods operations lead) target \$420,000 Year 1 revenue at \$8.75 average ticket serving 180 daily customers. Break-even occurs at \$34,308 monthly revenue.

SECTION 1: EXECUTIVE SUMMARY

Portland specialty coffee shops lose \$2.1M annually due to impersonal service and weak community integration (Portland Business Journal 2023 survey of 120 cafes). BrewHaven solves this through hyper-local programming (12+ monthly events) and neighborhood-focused design, capturing customers willing to pay 12% premiums for community-driven experiences (Nielsen 2023). We serve urban professionals (\$45K-\$95K income) at \$4.00-\$10.50 price points with 35% gross margins.

Revenue streams include coffee (68% of sales), food (25%), and retail (7%). Year 1 requires \$35,000 monthly revenue to cover \$22,300 operating expenses. Profitability begins Month 10 with \$5,400 net income (1.3% margin), scaling to 14.1% margin (\$97,500 net) by Year 3. Customer acquisition cost is \$12.41 via \$1,800 monthly digital marketing spend.

We seek \$250,000 funding: \$75,000 owner equity, \$125,000 SBA 7(a) loan (7.5% interest, 10-year term), \$50,000 angel convertible note. Funds cover \$95,000 build-out, \$39,200 equipment, and 6 months of \$22,300 monthly operating expenses. This enables 1,800 email subscribers, 220 daily customers by Year 2, and 14.1% net margin by Year 3.

SECTION 2: COMPANY OVERVIEW

Delaware LLC structure minimizes Oregon franchise tax (vs. S-Corp) while providing liability protection. Alberta Arts District location selected for 12,500 daily foot traffic (Portland Metro 2023) and \$3,200/month triple-net lease (3% annual escalation). Founding date: March 1, 2024.

Maya Thompson managed Stumptown's SE Division (3 locations, \$1.2M annual revenue), reducing labor costs 8% through optimized scheduling. Jordan Lee implemented inventory systems at Nudi Foods cutting waste 15% (\$42,000 annual savings).

Date	Milestone	Status	Next Steps
Mar 2024	LLC formation & business license	Complete	Finalize SBA loan docs
Apr 2024	Lease execution	Complete	Begin build-out
May 2024	Equipment procurement	Pending	Install La Marzocco machine
Jun 15 2024	Grand opening	Planned	Achieve 120 daily customers
Apr 2025	Break-even	Projected	Launch coffee subscriptions
Dec 2025	220 daily customers	Projected	Secure second location site

SECTION 3: MARKET ANALYSIS

TAM: \$107B (U.S. coffee industry revenue, IBISWorld 2023). SAM: \$3.2B (urban specialty coffee shops). SOM: \$1.8M (0.056% SAM capture in Portland metro). Calculation: 42,000 residents within 2-mile radius x 1.8 daily coffee visits x \$8.75 avg ticket x 365 days = \$24.3M neighborhood spend. Conservative 7.4% capture = \$1.8M.

Primary customers: 25-45 year olds (\$45K-\$95K income) spending \$26.25/week on coffee (NCA 2023). 68% are daily coffee drinkers averaging 3.2 cups. 54% prefer independents over chains (NCA). Target customers allocate \$110/month for café experiences (Pew Research).

Key trends: 8.2% annual specialty coffee growth (IBISWorld), 37% increased café traffic from remote workers (Pew), 61% pay premiums for sustainable packaging (Nielsen), 43% attend café events monthly (Toast 2023).

Segment	Size (\$)	Growth Rate	Our Share Target	Rationale
Remote workers	\$820,000	12.1%	8.5%	30 seats with reliable Wi-Fi; 7AM-7PM hours
Local residents	\$550,000	5.3%	6.2%	Alberta Arts District population density: 12,200/sq mi
Students	\$310,000	3.8%	4.1%	2 miles from PSU; student discounts
Artists/creatives	\$120,000	9.7%	12.0%	Monthly art displays; open mic nights

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
U.S. coffee industry	\$107B	-	-	IBISWorld 2023
Urban specialty shops	-	\$3.2B	-	IBISWorld filtered for cities >500k pop
Portland metro specialty	-	-	\$1.8M	42k residents x 1.8 visits x \$8.75 x 365 x 7.4%

SECTION 4: COMPETITIVE ANALYSIS

Direct competitors: Coava (\$6.80 avg ticket, \$1.2M annual revenue per location), Heart Coffee (\$7.20 ticket, 3 Portland locations), Ristretto (\$5.90 ticket, 8 locations). Starbucks commands 41% Portland market share but scores 3.2/5 on "community feel" (Yelp 2023). Key weakness across competitors: limited event programming (avg. 2 events/month vs. our 12).

Competitive advantages: 1) Event density (12+ monthly vs. competitor avg. 2) driving 22% higher retention (Toast data), 2) Local artist commissions (15% sales share vs. competitors' 0%), 3) Zero-waste operations (compostable packaging costs 18% more but attracts 61% of target demographic), 4) Hyper-local sourcing (87% ingredients within 50 miles vs. chain avg. 22%).

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
Coava	\$1.2M	\$6.80	Roasting expertise	Minimal community events	3x more events; local art displays
Heart	\$1.5M	\$7.20	Brand prestige	High prices deter regulars	12% lower combo pricing (\$10.95 coffee+pastry)
Ristretto	\$980K	\$5.90	Multiple locations	Generic experience	Neighborhood-specific programming
Starbucks	\$2.1M	\$5.50	Convenience	Low community connection	Artist features; local ingredient focus
Peet's	\$750K	\$5.30	Value pricing	Limited food options	House-baked pastries; vegan bowls

Strengths	Weaknesses	Opportunities	Threats
12+ monthly community events	Higher packaging costs (+18%)	Remote work trend (+37% traffic)	Starbucks expansion (3 new locations)
87% local ingredient sourcing	New brand awareness	Subscription model potential	Economic downturn reducing discretionary spend
15% artist commission program	Limited seating (30 indoor)	Evening event expansion	Coffee bean price volatility (+22% YoY)

SCA-certified baristas	No drive-thru	Delivery partnerships (DoorDash)	Rent escalation (3% annual)
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SECTION 5: PRODUCTS & SERVICES

We serve 18 coffee/tea options and 8 food items daily. Core products: Single-origin pour-overs (\$4.50-\$6.00), espresso drinks (\$4.00-\$5.75), house-baked pastries (\$3.50-\$5.00). Retail includes 12oz coffee bags (\$16.00) and branded mugs (\$12-\$28). All coffee beans sourced from Small Hands Coffee (Oregon micro-roaster); pastries baked in-house using King Arthur Flour and Portland Farmers Market produce.

Pricing set at 12% premium to Ristretto but 5% below Coava based on \$8.75 neighborhood willingness-to-pay (NCA survey). Psychological pricing (\$5.75 vs \$6.00) maintains perceived value. Combo pricing (\$10.95 coffee+pastry) increases average ticket 14% versus ala carte.

Tier	Price	Features	Target Customer	Expected % Revenue	Gross Margin
Basic coffee	\$2.50-\$4.50	Drip, cold brew	Students, budget-conscious	32%	68%
Premium drinks	\$4.75-\$6.50	Espresso, pour-overs	Professionals, creatives	48%	72%
Food	\$3.50-\$10.50	House-baked pastries, bowls	Remote workers, residents	18%	65%
Retail	\$12-\$100	Coffee bags, mugs, subscriptions	Regulars, gift buyers	2%	52%

Metric	Value	Calculation/Notes
Price per unit	\$8.75	Year 1 average ticket
COGS per unit	\$3.06	\$8.75 x 35% gross margin
Gross Profit per unit	\$5.69	\$8.75 - \$3.06
Gross Margin %	65%	Industry standard for specialty coffee
CAC	\$12.41	\$1,800 monthly marketing spend / 145 new customers

LTV	\$38.28	$\$8.75 \times 5 \text{ visits} \times 0.65 \text{ margin} \times 1.35 \text{ years avg. tenure}$
LTV:CAC	3.08	$\$38.28 / \$12.41 \text{ (healthy } >3.0)$
Payback Period	2.2 months	$\text{CAC} / (\text{Gross Profit per unit} \times \text{visits/month})$

SECTION 6: MARKETING & SALES

Primary channel: Google Ads targeting "best coffee Portland" (\$1,200/month) at \$2.40 CPC, 3.2% CTR, 4.1% conversion yielding 145 customers/month (\$8.28 CAC). Secondary: Instagram/TikTok (\$600/month) generating 32 customers/month (\$18.75 CAC). In-store sign-ups (10% discount) target 50 new email subscribers daily.

Sales cycle: 72-hour awareness (social ads), 48-hour consideration (free samples), 24-hour conversion (POS upselling). Current conversion rate: 28% of foot traffic. Loyalty program (10th coffee free) increases repeat visits 22% (Square data).

Retention tactics: BrewHaven Rewards App (mobile punch card), personalized service (baristas learn 50+ regulars' orders), quarterly feedback surveys (\$5 reward). Target churn rate: 4.2% monthly (vs. industry 7.1%). Expansion revenue: \$25 subscription boxes (projected 5% of customers by Year 2).

Channel	Monthly Budget	Expected CAC	Expected Leads/Month	Conversion Rate	Expected Customers/Month	ROI
Google Ads	\$1,200	\$8.28	500	29%	145	586%
Social Media	\$600	\$18.75	160	20%	32	205%
In-Store Signups	\$0	\$0	1,500	3.3%	50	N/A
Community Events	\$300	\$15.00	40	25%	10	379%

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Expected Leads	Expected Customers
1	\$1,200	\$600	\$0	\$300	\$0	\$2,100	660	177
2	\$1,200	\$600	\$200	\$300	\$0	\$2,300	720	195
3	\$1,200	\$600	\$200	\$300	\$100	\$2,400	780	212
4-12	\$1,200	\$600	\$200	\$300	\$100	\$2,400	840	229

SECTION 7: OPERATIONS

Daily workflow: 5AM ingredient prep, 6:30AM opening, 2 baristas per shift (7AM-2PM, 1PM-7PM), pastry chef (4AM-11AM), manager handles inventory/ordering at 10AM. Capacity: 120 customers/hour during peak (8-10AM). Square POS tracks real-time inventory; Homebase manages schedules with 15% overtime buffer.

Primary suppliers: Small Hands Coffee (\$4,200/month, 30-day terms), Pacific Dairy (\$1,800/month, net 15). Backup suppliers identified for all critical items. Technology stack selected for integration: Square (POS/inventory), QuickBooks Online (\$35/month), Mailchimp (\$20/month).

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
Small Hands Coffee	Coffee beans	\$4,200	12-month, 2% discount for early pay	Water Avenue Coffee
Pacific Dairy	Milk, oat milk	\$1,800	Net 15	Portland Dairy Co-op
King Arthur Flour	Baking ingredients	\$900	Net 30	Penzey's Spices
Portland Farmers Market	Produce	\$1,200	Weekly cash	Local Roots Farm
EcoProducts	Packaging	\$750	Net 30	Repurpose Global

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
Square Register	POS, inventory, payroll	\$99	8	Toast (rejected: \$299/month)
QuickBooks Online	Accounting	\$35	2	Xero (rejected: integration issues)
Homebase	Scheduling	\$0	2	When I Work (rejected: \$20/month)
Mailchimp	Email marketing	\$20	1	Klaviyo (rejected: \$45/month)
Hootsuite	Social scheduling	\$49	1	Buffer (rejected: limited analytics)

SECTION 8: MANAGEMENT TEAM

Team structure: 2 founders, 1 full-time manager (\$52,000 salary), 5 part-time baristas (\$18/hr + tips), 1 pastry chef (\$22/hr), 1 events coordinator (\$19/hr). Compensation philosophy: 15% above Portland foodservice median (\$15.65/hr) to reduce turnover.

Advisory board: Sarah Chen (ex-VP Operations, Stumptown Coffee) provides quarterly operational reviews; David Miller (CPA, Miller & Co.) advises on financial controls. Both receive \$500/month stipend.

Month	Role	Salary	Priority	Source	Onboarding Time
Mar 2024	Co-Founders	\$0 (pre-revenue)	Critical	Internal	N/A
Apr 2024	Manager	\$4,333	Critical	Indeed	2 weeks
May 2024	Baristas (x3)	\$2,700	Critical	Craigslist	1 week
Jun 2024	Pastry Chef	\$1,760	High	Local culinary schools	2 weeks
Jul 2024	Events Coordinator	\$1,520	Medium	Community boards	1 week
Aug 2024	Baristas (x2)	\$1,800	Medium	Referrals	3 days

SECTION 9: FINANCIAL PLAN

Key assumptions: 180 daily customers Month 1 growing to 250 by Month 12, \$8.75 average ticket (2.8% annual increase), 35% COGS, \$22,300 monthly fixed OPEX. Churn rate: 4.2% monthly. New customers: 145/month from digital channels. SBA loan payment: \$1,480/month (7.5% interest, 10-year term).

Revenue generated through transactional sales (93% of total) and retail (7%). Growth drivers: Event attendance increasing repeat visits (22% lift), combo pricing boosting average ticket 14%, loyalty program reducing churn to 4.2% (vs. industry 7.1%).

Cost structure: 62% fixed costs (\$13,820 OPEX), 38% variable (\$8,480 COGS + variable OPEX). Fixed costs scale linearly with location count; variable costs scale with revenue. Labor is 63% of OPEX (\$14,000/month).

Funding: \$250,000 covers \$152,200 startup costs and \$97,800 operating reserve (4.4 months at \$22,300 OPEX). Milestones: Month 6 (200 daily customers), Month 10 (break-even), Month 18 (\$50,000 cash reserve).

Category	Item	Cost	Notes
Leasehold	Buildout improvements	\$95,000	ADA restroom, espresso bar, HVAC
Equipment	Latte/zocco machine	\$18,500	
Equipment	Mixer grinder	\$2,200	
Equipment	Refrigeration	\$3,800	
Equipment	Baking oven	\$4,500	
Equipment	POS hardware	\$2,200	
Equipment	Furniture/decor	\$8,000	
Initial	Coffee, food, supplies inventory	\$12,000	

License/Permit	Basic/Permit	\$1,200	City of Portland
License/Permit	Health/Permit	\$800	Multnomah County
License/Permit	Music/Permit	\$500	SoundExchange
Branding	Website	\$3,000	Squarespace template + custom
Branding	Logo/packaging	\$2,000	Local designer
Pre-opening	campaign marketing	\$3,300	Social ads, flyers
Contingency	buffer	\$15,700	Calculate on total
TOTAL		\$250,000	

C Type	Monthly Cost	Annual Cost	Notes
Fixed	\$3,200	\$38,400	Triple-net lease
Payroll	\$14,000	\$168,000	8 FTEs @ avg \$17.50/hr
Benefits	\$1,400	\$16,800	10% of payroll

Insurance	\$320	\$3,840	General liability + property
Loan payment	\$1,480	\$17,760	SBA 7(a) loan
Marketing	\$1,800	\$21,600	Digital ads, events
Software	\$203	\$2,436	Square, QuickBooks, Mailchimp
Utilities	\$450	\$5,400	Electric, water, internet
Mixed licensing	\$50	\$600	SoundExchange
Supplies	\$900	\$10,800	Napkins, cleaning, etc.
COGS	\$12,250	\$147,000	35% of \$35,000 revenue
Maintenance	\$450	\$5,400	Equipment servicing
Fixed Total	\$22,653	\$271,836	
Variable Total	\$13,600	\$163,200	
COMBINED	\$36,253	\$435,036	

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Year 1
Revenue	\$25,000	\$28,000	\$30,000	\$32,000	\$33,000	\$34,000	\$34,500	\$34,800	\$35,000	\$35,200	\$35,500	\$36,000	\$397,000
COGS	\$8,750	\$9,800	\$10,500	\$11,200	\$11,550	\$11,900	\$12,075	\$12,180	\$12,250	\$12,320	\$12,425	\$12,600	\$138,950
Gross Profit	\$16,250	\$18,200	\$19,500	\$20,800	\$21,450	\$22,100	\$22,425	\$22,620	\$22,750	\$22,880	\$23,075	\$23,400	\$258,050

Marketing	\$2,100	\$2,300	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400	\$28,200
Salaries	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$168,000
Rent	\$3,200	\$3,200	\$3,200	\$3,200	\$3,200	\$3,200	\$3,200	\$3,200	\$3,200	\$3,200	\$3,200	\$3,200	\$38,400
Software	\$203	\$203	\$203	\$203	\$203	\$203	\$203	\$203	\$203	\$203	\$203	\$203	\$2,436
Insurance	\$320	\$320	\$320	\$320	\$320	\$320	\$320	\$320	\$320	\$320	\$320	\$320	\$3,840
Other OpEx	\$2,477	\$2,177	\$2,377	\$2,377	\$2,377	\$2,377	\$2,377	\$2,377	\$2,377	\$2,377	\$2,377	\$2,377	\$28,524
Total OpEx	\$22,300	\$22,200	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$269,376
EBITDA	-\$6,050	-\$4,000	-\$3,000	-\$1,700	-\$1,050	-\$400	-\$75	\$120	\$250	\$380	\$575	\$900	-\$11,326
Depreciation	\$2,017	\$2,017	\$2,017	\$2,017	\$2,017	\$2,017	\$2,017	\$2,017	\$2,017	\$2,017	\$2,017	\$2,017	\$24,200
EBIT	-\$8,067	-\$6,017	-\$5,017	-\$3,717	-\$3,067	-\$2,417	-\$2,092	-\$1,897	-\$1,767	-\$1,637	-\$1,442	-\$1,117	-\$35,526
Interest	\$781	\$774	\$767	\$760	\$753	\$746	\$739	\$732	\$725	\$718	\$711	\$704	\$8,910
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Income	-\$8,848	-\$6,791	-\$5,784	-\$4,477	-\$3,820	-\$3,163	-\$2,831	-\$2,629	-\$2,492	-\$2,355	-\$2,153	-\$1,821	-\$44,436

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Beginning Cash	\$250,000	\$201,152	\$194,361	\$188,577	\$184,100	\$180,280	\$177,117	\$174,286	\$171,657	\$169,165	\$166,810	\$164,657
Cash In	\$25,000	\$28,000	\$30,000	\$32,000	\$33,000	\$34,000	\$34,500	\$34,800	\$35,000	\$35,200	\$35,500	\$36,000
Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cash In	\$25,000	\$28,000	\$30,000	\$32,000	\$33,000	\$34,000	\$34,500	\$34,800	\$35,000	\$35,200	\$35,500	\$36,000
Cash Out	\$73,848	\$34,791	\$35,784	\$36,477	\$36,820	\$37,163	\$37,331	\$37,429	\$37,492	\$37,555	\$37,653	\$37,821
Net Cash Flow	-\$48,848	-\$6,791	-\$5,784	-\$4,477	-\$3,820	-\$3,163	-\$2,831	-\$2,629	-\$2,492	-\$2,355	-\$2,153	-\$1,821
Ending Cash	\$201,152	\$194,361	\$188,577	\$184,100	\$180,280	\$177,117	\$174,286	\$171,657	\$169,165	\$166,810	\$164,657	\$162,836

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	\$397,000	\$126,000	\$148,500	\$155,250	\$162,000	\$170,250	\$177,000	\$182,250	\$187,500	\$690,000
COGS	\$138,950	\$44,100	\$51,975	\$54,338	\$56,700	\$59,588	\$61,950	\$63,788	\$65,625	\$241,500

Gross Profit	\$258,050	\$81,900	\$96,525	\$100,912	\$105,300	\$110,662	\$115,050	\$118,462	\$121,875	\$448,500
OpEx	\$269,376	\$67,500	\$67,500	\$67,500	\$67,500	\$69,525	\$69,525	\$69,525	\$69,525	\$278,100
EBITDA	-\$11,326	\$14,400	\$29,025	\$33,412	\$37,800	\$41,137	\$45,525	\$48,937	\$52,350	\$170,400
Net Income	-\$44,436	\$3,200	\$18,000	\$22,500	\$26,800	\$30,500	\$35,000	\$38,500	\$42,000	\$97,500
Ending Cash	\$162,836	\$159,636	\$177,636	\$200,136	\$226,936	\$257,436	\$292,436	\$330,936	\$372,936	

Metric	Value	Calculation
Monthly Fixed Costs	\$22,300	From OpEx table
Variable Cost per Unit	\$3.06	$\$8.75 \times 35\%$
Price per Unit	\$8.75	Year 1 average ticket
Contribution Margin per Unit	\$5.69	$\$8.75 - \3.06
Contribution Margin %	65%	$\$5.69 / \8.75
Break-Even Units per Month	3,919	$\$22,300 / \5.69
Break-Even Revenue per Month	\$34,308	3,919 units x \$8.75
Expected Break-Even Month	Month 10	Revenue projection hits \$34,308
Safety Margin	1.7%	$(\$35,200 - \$34,308) / \$35,200$

Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	65.0%	65.0%	65.0%	60-70% (Toast 2023)
Operating Margin %	-6.8%	11.2%	19.3%	5-15% (IBISWorld)

Net Profit Margin %	-11.2%	3.0%	14.1%	2-15% (SBA)
Current Ratio	1.2	1.8	2.5	1.5+ healthy
CAC Payback Period	2.2 months	1.9 months	1.7 months	3-9 months (Bain)
LTV:CAC Ratio	3.08	3.35	3.62	3.0+ healthy
Monthly Burn Rate	\$3,703	\$0	\$0	N/A
Runway (months)	44	N/A	N/A	6+ minimum

SECTION 10: RISK ANALYSIS

Top risks: 1) Staff turnover (probability 4/5, impact 3/5) - Portland foodservice turnover averages 75% annually (BLS). 2) Coffee bean price volatility (probability 3/5, impact 4/5) - Arabica prices rose 22% YoY (ICO). 3) Economic downturn (probability 2/5, impact 5/5) - 2008 saw 18% café closures (NCA). 4) Lease non-renewal (probability 1/5, impact 4/5) - Alberta Arts District vacancy rate 3.2% (Portland Metro).

Mitigation: 1) \$18/hr starting wage (15% above market) + tip pooling reduces turnover to 45% (vs 75% benchmark). 2) Dual sourcing with Water Avenue Coffee creates 2-week inventory buffer. 3) \$7 breakfast bundles maintain traffic during downturns (tested in 2020, +12% sales). 4) 5-year lease with 3% annual escalation locks location.

Risk	Probability	Impact	Risk Score	Mitigation Strategy	Contingency Plan	Owner
Staff turnover	4	3	12	\$18/hr wage + quarterly bonuses	Cross-train all baristas	Lee
Bean price volatility	3	4	12	Dual sourcing agreements	Adjust menu pricing 2.5%	Thompson
Economic downturn	2	5	10	Value bundles (\$7 breakfast)	Reduce events to 4/month	Thompson
Lease non-renewal	1	4	4	5-year lease with renewal option	Identify 3 backup locations	Lee
Health code violation	3	4	12	Monthly staff training	Dedicated compliance budget	Manager
Music licensing fines	2	3	6	SoundExchange subscription	Use licensed streaming only	Manager
Supply chain disruption	3	3	9	2-week inventory buffer	Activate backup suppliers	Lee
Low foot traffic	4	4	16	Google Ads targeting commuters	Launch delivery via DoorDash	Thompson

SECTION 11: IMPLEMENTATION TIMELINE

Critical path: Build-out completion (45 days), SBA loan funding (30 days), staff hiring (21 days). Dependencies: Health permit required before equipment installation; POS system must integrate with Square before opening. Key Year 1 priorities: Achieve 200 daily customers by Month 6, launch coffee subscriptions by Month 9, maintain <4.5% monthly churn.

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
Mar	Legal setup	LLC docs, business license	\$2,500 legal fees	Permits approved	Lee
Apr	Lease execution	5-year lease signed	\$10,000 security deposit	Rent commencement	Thompson
May	Build-out	ADA restroom, espresso bar	\$95,000 contractor	Inspection passed	Lee
Jun	Grand opening	Staff trained, inventory stocked	\$12,000 inventory	120 customers Day 1	Thompson
Jul	Marketing launch	Google Ads live, email list	\$2,400 ad spend	500 email subscribers	Thompson
Aug	Event programming	12+ monthly events	\$300 event budget	25% repeat customers	Coordinator
Sep	Process refinement	Inventory tracking system	Square setup	COGS <35%	Lee
Oct	Customer feedback	Survey results analyzed	\$250 survey rewards	4.2+ Yelp rating	Manager
Nov	Break-even prep	Cost control measures	Staff training	\$34,308 revenue	Lee
Dec	Break-even	Profitability achieved	Financial review	Positive net income	Thompson
Jan	Loyalty program	App integration	\$500 dev cost	30% app adoption	Manager
Feb	Year 2 planning	Growth strategy doc	Advisory board meeting	220 daily customers	Founders