Crafting Your Concrete contractor Strategy: US Market Sample Business Plan

SolidCore Concrete Solutions, LLC (Texas LLC founded January 2024) operates from Austin, TX. Founder Marcus Delgado managed $12M in projects at Benchmark Builders with 98% on-time completion. We provide decorative and structural concrete services to homeowners and builders at $8-25/sq.ft, targeting $650,250 Year 1 revenue. Document dated October 2024.

SECTION 1: EXECUTIVE SUMMARY

Central Texas concrete contractors lose $18M annually to project delays (AGC 2023), with 68% of homeowners citing slow turnaround as primary pain point. SolidCore solves this with 14-day average project completion (vs industry 28 days) using proprietary scheduling algorithms and dedicated crews. We capture 0.3% of the $210M Central Texas SAM through digital quoting and 48-hour issue resolution.

We charge $8-10/sq.ft (basic), $12-16/sq.ft (premium), $18-25/sq.ft (elite) with 62% COGS targeting 38% gross margin. Year 1 revenue: $650,250 from 85 projects (60% residential, 30% builders, 10% commercial). EBITDA positive by Month 18 with $27,095 net profit. Customer acquisition cost: $58.60 via Google Ads (CPC $2.40, 4.1% conversion).

Seeking $300,000 SBA 7(a) loan (61.9% of $485,000 startup costs). Funds allocated: 38.5% equipment ($187,000), 20.2% vehicles ($98,000), 9.3% facility ($45,000). Enables 85 projects in Year 1, $1.2M revenue by Year 3, and 1.4x debt service coverage ratio by Year 2.

SECTION 2: COMPANY OVERVIEW

Texas LLC formed January 2024 for liability protection and pass-through taxation. Austin location chosen for 2.3% annual population growth (Census 2023) and $210M concrete SAM within 50-mile radius. 100% owned by Marcus Delgado with $185,000 founder equity.

Marcus Delgado (CEO): Managed $12M/year portfolio at Benchmark Builders with 98% on-time completion. Holds Texas Residential Builder License #TXRBL78921. Lena Tran (COO): Reduced operational costs 18% at LoneStar Paving through workflow optimization, saving $220,000 annually.

Date	Milestone	Status	Next Steps
Jan 2024	Texas LLC formation	Complete	N/A
Feb 2024	TX CSLB #167892 license	Complete	N/A
Mar 2024	First client project ($8,200 driveway)	Complete	Scale to 5 projects/month
Apr 2024	SBA loan application submitted	Pending	Close by June 30
Jun 2024	Procore implementation	In Progress	Full deployment by July 15
Dec 2024	85 projects completed	Target	Achieve $650,250 revenue
Jun 2025	12 FTEs hired	Target	Implement profit-sharing
Mar 2026	San Antonio market entry	Target	Secure $150k commercial contract

SECTION 3: MARKET ANALYSIS

TAM: $116B US concrete industry (IBISWorld 2023). SAM: $210M Central Texas market (22% of $9.8B Texas market within 50-mile Austin radius). SOM: $630,000 Year 1 (0.3% SAM capture) based on 85 projects at $7,412 avg value. Methodology: SAM = (Austin MSA population 2.39M x 1.2% annual construction spend per capita $878) x 10% concrete share.

Residential segment (60% target): Homeowners aged 45-55 (42% of segment), $142k median income, $485k median home value. Budgets: $5k-$25k for driveways, $3k-$15k for patios. Commercial segment (10%): Projects $15k-$75k with 45-day payment terms. 78% require ADA compliance.

Key trends: Decorative concrete demand growing at 6.1% CAGR (IBISWorld); 32% of Austin builders now require pervious concrete for stormwater compliance; ADU construction permits up 210% in Travis County (2022-2023).

Segment	Size ($)	Growth Rate	Our Share Target	Rationale
Residential Driveways	84,000,000	4.8%	0.75%	630 projects @ $7,412 avg
Residential Patios	52,500,000	6.1%	0.82%	429 projects @ $6,250 avg
Custom Home Builders	63,000,000	5.3%	0.45%	35 projects @ $18,000 avg
Commercial Developers	10,500,000	3.9%	0.38%	5 projects @ $52,500 avg

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
US Market	116,000,000,000	N/A	N/A	IBISWorld 2023
Texas Market	N/A	9,800,000,000	N/A	Texas DOT 2023 report
Central Texas	N/A	210,000,000	N/A	22% of TX market x 50-mile radius
Year 1 Target	N/A	N/A	630,000	0.3% x $210M SAM

SECTION 4: COMPETITIVE ANALYSIS

Top 3 Austin competitors: LoneStar Concrete Works ($4.2M revenue, 22 crew capacity), Austin Stone & Concrete ($3.8M revenue, 8-week lead times), Riverbend Pours ($2.1M revenue, limited to residential). All use manual scheduling causing 28-day average project delays. LoneStar dominates commercial but charges 15% premium with no digital tracking.

Competitive advantages: 1) 14-day project completion (vs 28-day avg) via Procore scheduling, verified by 37 completed projects; 2) Proprietary clay-soil mix reducing cracks by 63% (BASF lab test #TX2024-087); 3) Client portal with real-time photo updates (92% adoption rate in beta); 4) 10-year structural warranty (industry standard: 5 years).

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
LoneStar Concrete	4,200,000	$10-28/sq.ft	Commercial relationships	28-day avg completion	14-day completion, digital tracking
Austin Stone	3,800,000	$15-35/sq.ft	Design expertise	8-week lead times	48-hour quote turnaround
Riverbend Pours	2,100,000	$9-22/sq.ft	Online reviews (4.8/5)	Max 5 projects/month	15 projects/month capacity
DIY Kits	1,200,000	$2-4/sq.ft	Low cost	68% failure rate (Houzz 2023)	10-year warranty
General Contractors	15,000,000	Included in bid	One-stop shop	Subpar concrete quality	Specialized craftsmanship

Strengths	Weaknesses	Opportunities	Threats
Proprietary mix designs	Limited brand recognition	ADU construction boom (+210% permits)	Labor shortage (80% hiring difficulty)
14-day project completion	No bonding capacity >$100k	Federal Infrastructure Act funding	Concrete price volatility (22% swing)
10-year structural warranty	Single-service location	Pervious concrete mandates	Economic downturn reducing construction
Procore integration	Dependent on 1 supplier	Municipal stormwater contracts	New OSHA silica regulations

SECTION 5: PRODUCTS & SERVICES

We deliver 4" to 6" concrete installations with 3,000-5,000 PSI strength. Residential driveways include 6" base gravel, #4 rebar grid, and 24-hour curing. Commercial parking lots feature 6" slabs with wire mesh and 1/8" slope for drainage. All projects include digital 3D renderings and post-pour moisture testing.

Pricing set at 32% gross margin target. Basic residential: $9/sq.ft ($5.58 materials, $3.42 labor). Premium: $14/sq.ft ($8.68 materials, $5.32 labor). Commercial: $7.50/sq.ft ($4.65 materials, $2.85 labor) due to volume discounts. Competitor avg: $11.50/sq.ft residential, $8.20/sq.ft commercial.

Tier	Price	Features	Target Customer	Expected % Revenue	Gross Margin
Basic	9.00/sq.ft	4" slab, broom finish	Budget homeowners	35%	38%
Premium	14.00/sq.ft	5-6" slab, color/stamp	Affluent homeowners	45%	38%
Elite	21.50/sq.ft	Custom design, lighting	Luxury builders	15%	39%
Commercial	7.50/sq.ft	6" slab, ADA compliance	Developers	5%	38%

Metric	Value	Calculation/Notes
Price per unit	7,650	85 projects / $650,250
COGS per unit	4,743	$650,250 x 62% / 85
Gross Profit per unit	2,907	$7,650 - $4,743
Gross Margin %	38%	$2,907 / $7,650
CAC	58.60	$30,000 marketing / 512 leads x 4.1% conv
LTV	11,475	$7,650 x 1.5 (2nd jobs)
LTV:CAC	195:1	$11,475 / $58.60

Payback Period	0.5 months	$58.60 CAC / ($2,907 GP x 4.1% conv)

SECTION 6: MARKETING & SALES

Digital channels generate 65% of leads at $58.60 CAC. Google Local Service Ads: $28/lead (2.40 CPC, 3.2% CTR, 4.1% conversion). Houzz Pro: $499/year generating 18 leads/month ($27.72 CAC). Facebook Ads: $15.20 CAC targeting homeowners aged 45-55 with $1M+ home value.

Sales cycle: 24-hour lead response (95% rate), 48-hour site visit (82% show rate), digital proposal (73% acceptance), 25% deposit required. Avg cycle: 11 days. Conversion funnel: 512 leads/month -> 21 sales (4.1% close rate). 30% of sales from referrals ($150 gift card cost).

Retention: 10-year warranty drives 42% repeat business. Annual maintenance program ($199/year) targets 65% adoption. Post-project survey with $50 gift card yields 88% response rate. Target churn: 2.1% monthly (industry avg: 4.7%).

Channel	Monthly Budget	Expected CAC	Expected Leads/Month	Conversion Rate	Expected Customers/Month	ROI
Google Ads	8,500	58.60	145	4.1%	6	495%
Houzz Pro	41.58	27.72	18	5.6%	1	1,020%
Facebook Ads	3,200	15.20	210	3.8%	8	1,890%
Referral Program	1,500	50.00	30	10.0%	3	461%
Home Shows	1,000	100.00	10	5.0%	0.5	185%

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Expected Leads	Expected Customers
1	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0
3	4,250	1,600	500	500	750	7,600	256	10
4	8,500	3,200	1,000	1,000	1,500	15,200	512	21
5-12	8,500	3,200	1,000	1,000	1,500	15,200	512	21
Year 1	93,500	35,200	11,000	11,000	16,500	167,200	5,632	231

SECTION 7: OPERATIONS

Daily workflow: 6:00 AM crew briefing (OSHA tailgate), 7:00 AM site mobilization, 8:00 AM pours (2 crews x 3 projects/day), 4:00 PM cleanup, 5:00 PM equipment maintenance. Capacity: 15 projects/week (7.5 per crew). Material delivery within 45 minutes via Austin Ready Mix (12-mile radius). Quality control: 3-point inspection (pre-pour, mid-cure, final).

Technology stack reduces scheduling errors by 73%. Procore: $1,200/month for project management. Jobber: $299/month for field dispatch. Garmin GPS: $45/month/vehicle. Client portal built on WordPress + MemberPress ($299 setup).

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
Austin Ready Mix	Concrete supply	18,700	Month-to-month	Central Texas Concrete
Texas Steel Supply	Rebar/mesh	2,100	Net 30	Steel Dynamics Inc.
Laticrete	Sealers	850	Net 15	BASF Master Builders
Big Red Rentals	Backup equipment	1,200	Per use	Sunbelt Rentals

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
Procore	Project management	100	4	Buildertrend (rejected: $149/month)
Jobber	Field dispatch	99	6	Housecall Pro (rejected: $79/month but no iOS)
QuickBooks Online	Accounting	80	2	Xero (rejected: poor contractor integrations)
Salesforce CRM	Lead tracking	75	3	HubSpot (rejected: $45/month but limited custom fields)

SECTION 8: MANAGEMENT TEAM

6 FTEs in Year 1: CEO ($65,000), COO ($60,000), Foreman ($55,000), 3 Laborers ($30,000 avg). Payroll burden: 18.7% for taxes/insurance. Year 2 adds estimator ($58,000) and admin ($42,000). Profit-sharing starts Year 2 at 5% of net profits.

Advisory board: James Whitmore (CPA, 20+ years construction finance) at $150/hour retainer. Maria Chen (OSHA compliance expert) at $125/hour for quarterly audits.

Month	Role	Salary	Priority	Source	Onboarding Time
1	CEO	65,000	Critical	Founder	N/A
1	COO	60,000	Critical	Internal	0 days
1	Foreman	55,000	Critical	Internal	0 days
2	Laborer x3	90,000	High	Indeed	14 days
7	Estimator	58,000	Medium	AGC Network	30 days
10	Admin	42,000	Low	Craigslist	21 days

SECTION 9: FINANCIAL PLAN

Key assumptions: 15 projects/month by Month 4 (85/year), $7,650 avg revenue/project, 62% COGS, 4.1% sales conversion, $58.60 CAC. Monthly churn: 2.1%. Payroll grows from $15,000 to $22,500 by Year 1 end. Material costs fluctuate +/-5% based on cement prices.

Revenue generated through project deposits (25% upfront, 50% at pour, 25% completion). Growth drivers: 32% higher close rate than competitors, 42% repeat business, and 15% referral rate. Commercial projects add $18,750/month by Q4.

Cost structure: 62% COGS (45% materials, 55% labor), 34% OpEx (64% payroll, 14% marketing, 22% other). Fixed costs: $14,800/month. Variable costs scale at 62% of revenue. OpEx grows 12% annually with headcount.

$485,000 startup costs: $187,000 equipment (38.5%), $98,000 vehicles (20.2%), $45,000 facility (9.3%), $100,000 working capital (20.6%). $300,000 SBA loan provides 14.2 months runway at $21,083 monthly burn.

Ca	Item	Cost	Notes
Equipment	Ford F-350 x2	82,000	Leased $1,200/m
Equipment	Kubota RTV	16,000	
Equipment	Concrete saws	12,000	2x Husqvar
Equipment	Power trowels	18,000	
Equipment	Other tools	59,000	Rollers, buggies, etc.
Facility	Lease deposit	15,000	3 months rent
Facility	Buildout	30,000	Worksho flooring
Technology	Software setup	12,000	Procore, Jobber, CRM

Marketing	Website/SEO	15,000	
Legal	Licensing	12,000	TX CSLB, insuranc
Legal	Legal fees	6,000	LLC formation
Working Capital	6 months OpEx	100,000	$16,667/
Contingency	10% buffer	48,500	
	TOTAL	485,000	

C	Type	Monthly Cost	Annual Cost	Notes
Rent	Fixed	1,500	18,000	3,500 sq.ft warehous
Salaries	Fixed	12,500	150,000	6 FTEs avg $25k/yea
Benefits	Fixed	2,338	28,050	18.7% payroll burden
Insurance	Fixed	1,833	22,000	GL + Workers' Comp
Software	Fixed	354	4,250	Procore, Jobber, CRM
Utilities	Fixed	500	6,000	Electricity water, internet

Marketing	Fixed	12,667	152,000	As per Section 6 table
Vehicle Lease	Fixed	2,400	28,800	2x F-350 leases
Maintenance	Variable	1,000	12,000	1.5% revenue @ $800k
Materials	Variable	31,000	372,000	62% of $500k revenue
Loan Payment	Fixed	3,450	41,400	SBA 7(a) loan
Miscellaneous	Fixed	833	10,000	Office supplies, travel
	FIXED TOTAL	23,018	276,218	
	VARIABLE TOTAL	32,000	384,000	
	COMBINED TOTAL	55,018	660,218	

Line Item	M1	M	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Year 1
Revenue	0	0	22,950	54,000	66,300	76,500	81,600	86,700	91,800	96,900	102,000	107,100	650,250
COGS	0	0	14,229	33,480	41,106	47,430	50,592	53,754	56,916	59,978	63,240	66,402	403,155
Gross Profit	0	0	8,721	20,520	25,194	29,070	31,008	32,946	34,884	36,922	38,760	40,698	247,095
Marketing	0	0	7,600	15,200	15,200	15,200	15,200	15,200	15,200	15,200	15,200	15,200	152,000
Salaries	0		12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	150,000
Rent	0	0	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
Software	0	0	354	354	354	354	354	354	354	354	354	354	4,250
Insurance	0	0	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	22,000

Other OpEx	0	0	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
Total OpEx	0	0	25,287	32,887	32,887	32,887	32,887	32,887	32,887	32,887	32,887	32,887	276,218
EBITDA	0	0	-16,566	-12,367	-7,693	-3,817	-1,879	59	1,997	4,035	5,873	7,811	-29,123
Depreciation	0	0	3,167	3,167	3,167	3,167	3,167	3,167	3,167	3,167	3,167	3,167	38,000
EBIT	0	0	-19,733	-15,534	-10,860	-6,984	-5,046	-3,108	-1,170	868	2,706	4,644	-67,123
Interest	0	0	1,813	1,803	1,792	1,782	1,771	1,761	1,750	1,740	1,729	1,719	21,125
Taxes	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Income	0	0	-21,546	-17,337	-12,652	-8,766	-6,817	-4,869	-2,920	-872	977	2,925	-27,095

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Beginning Cash	100,000	100,000	78,454	61,117	48,465	39,699	32,882	28,013	25,093	22,173	21,301	22,278
Cash In	0	0	5,738	27,000	33,150	38,250	40,800	43,350	45,900	48,450	51,000	53,550
Other Income	0	0	0	0	0	0	0	0	0	0	0	0
Funding	0	0	0	0	0	0	0	0	0	0	0	0
Total Cash In	0	0	5,738	27,000	33,150	38,250	40,800	43,350	45,900	48,450	51,000	53,550
Cash Out	0	0	27,292	39,887	39,887	39,887	39,887	39,887	39,887	39,887	39,887	39,887
COGS Payments	0	0	14,229	33,480	41,106	47,430	50,592	53,754	56,916	59,978	63,240	66,402
OpEx Payments	0	0	13,063	6,407	6,407	6,407	6,407	6,407	6,407	6,407	6,407	6,407
CapEx	0	0	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	3,450	3,450	3,450	3,450	3,450	3,450	3,450	3,450	3,450	3,450
Taxes	0	0	0	0	0	0	0	0	0	0	0	0
Total Cash Out	0	0	27,292	39,887	39,887	39,887	39,887	39,887	39,887	39,887	39,887	39,887
Net Cash Flow	0	0	-21,554	-12,887	-6,737	-1,637	913	3,463	6,013	8,563	11,113	13,663
Ending Cash	100,000	100,000	78,454	61,117	48,465	39,699	32,882	28,013	25,093	22,173	21,301	22,278

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	650,250	279,000	297,000	315,000	321,000	333,000	345,000	357,000	363,000	1,200,000
COGS	403,155	172,980	184,140	195,300	199,020	206,460	213,900	221,340	225,060	744,000
Gross Profit	247,095	106,020	112,860	119,700	121,980	126,540	131,100	135,660	137,940	456,000
OpEx	276,218	78,000	78,000	78,000	78,000	92,000	92,000	92,000	92,000	350,000
EBITDA	-29,123	28,020	34,860	41,700	43,980	34,540	39,100	43,660	45,940	106,000
Net Income	-27,095	19,614	24,402	29,190	30,786	24,178	27,370	30,562	32,158	106,000
Ending Cash	22,278	58,938	99,996	145,152	192,792	232,968	276,408	323,520	373,920	373,920

Metric	Value	Calculation
Monthly Fixed Costs	23,018	From OpEx table
Variable Cost per Unit	4,743	COGS / projects
Price per Unit	7,650	Revenue / projects
Contribution Margin per Unit	2,907	$7,650 - $4,743
Contribution Margin %	38%	$2,907 / $7,650
Break-Even Units per Month	7.9	$23,018 / $2,907
Break-Even Revenue per Month	60,435	7.9 units x $7,650
Expected Break-Even Month	7	Per cash flow table
Safety Margin	13.9%	(85 projects - 68 BE) / 85

Metric	Y1	Y2	Y3	Industry Benchmark

Gross Margin %	38%	38%	38%	30-40%
Operating Margin %	-4.2%	9.1%	8.8%	5-10%
Net Profit Margin %	-4.2%	9.0%	8.8%	3-8%
Current Ratio	1.2	2.1	3.4	1.5+
Quick Ratio	0.9	1.7	2.8	1.0+
CAC Payback	0.5	0.4	0.3	6-18 months
LTV:CAC	195:1	210:1	225:1	3:1+
Monthly Burn Rate	21,083	N/A	N/A	N/A
Runway (months)	14.2	N/A	N/A	12+

SECTION 10: RISK ANALYSIS

Top risks: 1) Labor shortage (probability 4/5, impact $182k revenue loss/year) - 80% of contractors report hiring difficulties (AGC 2023). 2) Concrete price volatility (probability 3/5, impact $54k COGS increase) - cement prices swung 22% in 2023. 3) Weather delays (probability 5/5, impact 12 projects delayed) - Austin averages 18 rainy days/quarter.

Mitigation: Labor - $5k/year apprentice program with Austin Community College targeting 4 certified finishers by Q2 2025. Price volatility - fixed-price contracts with Austin Ready Mix for 80% of volume. Weather - $3,500 investment in temporary enclosures for critical pours.

Risk	Probability	Impact	Risk Score	Mitigation Strategy	Contingency Plan	Owner
Labor shortage	4	4	16	ACC partnership + $2k retention bonus	Use Big Red Rentals crew ($120/hr)	Tran
Material cost spike	3	3	9	Fixed-price contracts with supplier	Pass 50% cost to client per clause	Delgado
Weather delays	5	3	15	Temporary enclosures ($3,500)	Reschedule with 3-day buffer	Bell
Client non-payment	2	4	8	25% upfront deposit required	Legal escalation at 30 days	Whitmore
OSHA violation	3	5	15	Daily tailgate meetings + PPE audits	Compliance consultant on retainer	Delgado
Equipment failure	4	3	12	20% backup capacity via Big Red	Rent replacement same-day	Bell
Economic downturn	2	5	10	Diversify into municipal contracts	Reduce labor to 4 FTEs	Delgado
Competitor pricing war	3	2	6	Focus on 14-day completion speed	Introduce $7.50 basic tier	Tran

SECTION 11: IMPLEMENTATION TIMELINE

Critical path: SBA loan closing (Month 3), Procore deployment (Month 4), and crew certification (Month 6). Dependencies: Loan funding required before vehicle purchases; OSHA training required before project execution. Key Year 1 priority: Achieve 7 projects/month by Month 6 to hit cash flow positivity.

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	Legal setup complete	LLC docs, EIN, DUNS	$6k legal fees	TX CSLB license #167892	Delgado
2	SBA loan application	Financial projections, collateral docs	CFO retainer ($1.2k)	Loan submitted	Whitmore
3	Facility lease signed	3,500 sq.ft warehouse	$15k deposit	Keys secured	Delgado
4	Procore implementation	Full system deployment	$1.2k setup fee	100% crew adoption	Tran
5	First 5 projects completed	$41,250 revenue	3 certified crews	95% client satisfaction	Bell
6	Cash flow positive	$81,600 revenue	7 projects completed	Ending cash > $32,882	Whitmore
7	EBITDA positive	$31,008 gross profit	8 projects completed	EBITDA > $0	Whitmore
8	Referral program launch	15% referral rate	$1.5k/month budget	3 referral projects	Tran
9	ACC partnership signed	Apprentice pipeline	$5k program fee	2 trainees enrolled	Delgado
10	10-year warranty certified	3rd-party validation	$2.8k testing fee	BASF lab report #TX2024-087	Bell
11	Commercial contract secured	$52,500 project	Estimator hire	1 commercial client	Tran
12	Year 1 close	$650,250 revenue	85 projects completed	Net loss < $28k	Delgado

SECTION 12: APPENDIX

Supporting documents available: BASF lab test reports, SBA loan commitment letter, ACC partnership agreement, and 37 completed project logs. All assumptions documented in financial model with sensitivity analysis for material costs (+/-15%) and project volume (+/-20%). Source data from IBISWorld, U.S. Census, and Associated General Contractors reports. Contact marcus@solidcoreconcrete.com for full documentation.