Crafting Your Espresso stand Strategy: US Market Sample Business Plan

Bean & Borough Espresso Co. (CO LLC) founded January 15, 2024 by Elena Martinez (ex-Huckleberry Roasters Assistant Manager, SCA-certified barista with 8 years specialty coffee operations). Mobile espresso stand at 16th Street Mall, Denver. $5.25 average ticket, targeting $138,600 revenue Year 1 at 12.7% net margin. Break-even at 67 customers/day.

SECTION 1: EXECUTIVE SUMMARY

Downtown Denver office workers spend $1.2M annually on espresso within 0.5-mile radius of 16th & Market (Denver Urban Renewal Authority 2023). 68% report dissatisfaction with Starbucks Reserve's 8-minute average wait time during 7-9 AM rush (2023 customer survey, n=312). Bean & Borough solves this with 10-minute service guarantee using La Marzocco Linea Mini (24 drinks/hour capacity) at $5.25 average ticket. We capture 5% of downtown espresso buyers (185 daily customers by Year 3) through mobile agility and zero-waste operations.

Revenue model: 72% beverage sales ($3.25-$5.50), 28% pastries ($3-$4.50). Gross margin 60% (40% COGS: $1.89/drink). Fixed costs $76,308/year. Break-even at 24,380 drinks/year (67/day). Year 1 net profit $17,606 (12.7% margin) rising to 15.4% by Year 3. Path to profitability: Month 4 based on 5% weekly customer growth from launch.

Seeking $50,000 SBA 7(a) loan (7.5% interest, 10-year term) covering 58.8% of $85,000 startup costs. Use of funds: $42,000 trailer (49.4%), $14,700 equipment (17.3%), $3,500 inventory (4.1%), $4,800 marketing (5.6%), $2,200 permits (2.6%), $7,500 contingency (8.8%), $2,200 professional fees (2.6%). Funding enables 10-month break-even, 1,500 loyalty members by Month 18, and second-unit launch by Month 22.

SECTION 2: COMPANY OVERVIEW

Colorado LLC formed January 15, 2024 for liability protection and pass-through taxation. Location selected based on Denver Public Works data: 16th Street Mall averages 38,000 daily foot traffic (28% office workers), 22% higher than runner-up 15th Street corridor. Ownership: Elena Martinez (60%, $35,000 cash contribution), David Chen CPA (40%, silent investor).

Elena Martinez (CEO): Managed $750,000/year Huckleberry Roasters location, grew revenue 22% in 2022 through loyalty program driving 35% repeat customers. Carlos Mendez (Head Barista): Achieved #1 Net Promoter Score (78) at Crema Coffee House in 2023. Sarah Kim (Marketing): Generated 1,200 new customers/month for Denver food brands via geo-targeted Instagram ads (avg. CAC $6.20).

Date	Milestone	Status	Next Steps
Jan 15, 2024	LLC formation	Complete	File EIN
Feb 1, 2024	Denver mobile vendor license	Complete	Renew Jan 2025 ($1,200)
Mar 15, 2024	Trailer build completion	Complete	Final health inspection
Apr 1, 2024	Soft launch (50% capacity)	Complete	Optimize staffing
Jun 1, 2024	100 loyalty members	Complete	Launch referral program
Oct 15, 2024	Break-even point	Target	Reinvest $5k to Month 22
Jan 15, 2025	1,500 loyalty members	Target	Negotiate corporate contracts
Mar 1, 2025	Second mobile unit launch	Target	Secure $65k equipment financing

SECTION 3: MARKET ANALYSIS

TAM: $12.3B U.S. specialty coffee market (IBISWorld 2023). SAM: $48M Denver metro specialty coffee retail (coffee shops/kiosks; 2023 Nielsen data). SOM: $1.2M downtown Denver espresso segment (5% of 24,000 daily coffee buyers spending $2 avg on espresso; Downtown Denver Partnership survey). Methodology: 24,000 daily coffee buyers x 5% capture x $5.25 avg ticket x 220 operating days = $138,600 Year 1 revenue.

Primary customers: 25-45yo office workers within 0.5-mile radius (12,500 people; Denver County GIS). 68% hold bachelor's degrees, $82,000 avg household income. Willing to pay $0.75 premium for sustainable packaging (2023 NCA survey). 44% prioritize local brands over chains. Target customer spends $1,277/year on coffee ($5.25 x 5 days/week x 49 weeks).

Key trends: Mobile coffee units grew 17% CAGR 2020-2023 (Technavio). 38% of urban buyers prioritize sustainability (NCA 2023). 62% drink coffee daily (NCA). 28% use loyalty programs (Square 2023 data). Premiumization: 22% growth in $5+ espresso drinks (2022-2023).

Segment	Size ($)	Growth Rate	Our Share Target	Rationale
Office Workers (25-45)	840,000	4.2%	5.0%	Proximity to 12,500 workers; 15-min walk radius
Tourists	210,000	12.1%	2.5%	16th St Mall = top Denver attraction (12M annual visitors)
Remote Workers	105,000	8.7%	3.0%	Co-working space partnerships (WeWork = 1,200 members)
Students	45,000	3.1%	1.5%	Auraria Campus = 27,000 students (1.5-mile radius)

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
U.S. Specialty Coffee	12,300,000,000	-	-	IBISWorld 2023
Denver Metro Coffee Retail	-	48,000,000	-	Nielsen 2023 (coffee shops/kiosks)
Downtown Denver Espresso	-	-	1,200,000	24,000 daily buyers x $2 avg espresso spend x 250 days

SECTION 4: COMPETITIVE ANALYSIS

Direct competitors: Cart Culture Coffee ($3.50 avg ticket, 110 customers/day), Hinterland Coffee ($4.25 avg ticket, 2 locations), Starbucks Reserve ($4.75 avg ticket, 320 customers/day). Starbucks commands 65% downtown market share but has 8-minute avg wait time (vs. our 4.2-minute target). Cart Culture lacks pastry offerings; Hinterland has no mobile capability. Indirect: Dunkin' drive-thrus (18% share) and Office Grind delivery (12% share).

Competitive advantages: 1) 10-minute service guarantee (achieved via La Marzocco throughput: 24 drinks/hour vs. industry avg 18; validated in 30-day soft launch). 2) Zero-waste operations: Compostable cups cost $0.12/unit vs. $0.08 plastic, increasing COGS by 1.5% but driving 22% higher customer satisfaction (n=187). 3) Local sourcing: Copper Cup Roasters beans cost $18/lb vs. $15 national chain wholesale, but 38% customers pay premium for local (NCA data).

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
Starbucks Reserve	1,100,000	4.75	Brand recognition	8-min avg wait time	4.2-min service guarantee
Cart Culture	140,000	3.50	Social media presence	No pastries	Full pastry menu ($3-$4.50)
Hinterland	320,000	4.25	Single-origin focus	Fixed locations only	Mobile agility (3 relocation options)
Dunkin'	2,500,000	3.25	Drive-thru speed	Low-quality espresso	Premium beans (SCA score 86+)
Office Grind	180,000	4.00	Office delivery	No walk-up option	On-site corporate events

Strengths	Weaknesses	Opportunities	Threats
Mobile unit (3 relocation zones)	Limited seating capacity	Corporate coffee subscriptions	Downtown office vacancy 18.7% (Q1 2024)
SCA-certified baristas	No drive-thru option	Winter indoor pop-ups	New Cart Culture expansion (2 units)
Zero-waste certification	Weather-dependent sales	Franchise model by Year 3	Denver mobile vendor fee increase (2025)

Local bakery partnerships	Single revenue location	Private event catering	Coffee bean inflation (12% YoY)

SECTION 5: PRODUCTS & SERVICES

Core offering: Espresso drinks (72% revenue) using Copper Cup Roasters beans (SCA score 86.5). Oat Milk Latte ($4.75) contains 12oz oat milk, double shot, house-made vanilla syrup. Pastry program: Almond croissant ($3.50) from Biscuit Love (exclusive micro-supply agreement at $1.80/unit). All drinks served in compostable cups ($0.12/unit vs. $0.08 plastic). 10-minute service guarantee enforced via Square POS timer; $1 credit if missed.

Pricing strategy: $5.25 average ticket (15% above Dunkin', 20% below Hinterland). Loyalty program: $0.53/drink discount (9th free), increasing customer lifetime value by 27% (vs. non-loyalty). Corporate accounts: 10% discount for 10+ drink pre-paid orders, requiring $50 minimum. Premium pricing justified by 38% customers paying $0.75+ for sustainability (NCA 2023).

Tier	Price	Features	Target Customer	Expected % Revenue	Gross Margin
Basic Espresso	3.25	Single/double shot	Price-sensitive	28%	65.2%
Specialty Latte	4.75	Oat milk, house syrup	Office workers	44%	58.3%
Seasonal Special	5.50	Limited-time recipe	Experience seekers	15%	52.7%
Pastries	3.50	Local bakery items	All customers	13%	57.1%

Metric	Value	Calculation/Notes
Price per unit	5.25	Weighted avg of 120 daily transactions
COGS per unit	2.10	Bean $0.84 + Milk $0.42 + Cup $0.12 + Pastry $0.72
Gross Profit per unit	3.15	5.25 - 2.10
Gross Margin %	60.0%	3.15 / 5.25
CAC	6.02	$800 monthly marketing spend / 133 new customers

LTV	182.00	1.8 visits/week x $5.25 x 52 weeks x 3.5 year avg retention
LTV:CAC	30.2	182.00 / 6.02 (industry avg 3:1)
Payback Period	1.1 months	CAC / (Gross Profit per unit x Visits/month)

SECTION 6: MARKETING & SALES

Go-to-market: Geo-targeted Instagram ads ($300/month) to Denver ZIPs 80202/80203 (250,000 residents). Expected CPC $1.85, CTR 4.1%, conversion rate 6.3% (based on Sarah Kim's past campaigns). Google Ads ($500/month) targeting "espresso Denver" keywords; CPC $2.40, CTR 3.2%, conversion 4.1%. On-site sampling drives 35% conversion rate (validated in soft launch).

Sales cycle: Awareness (Instagram ad -> $1.85 CAC) -> Consideration (free sample -> 35% conversion) -> Conversion (loyalty sign-up -> 82% capture rate via QR code) -> Retention (email offers -> 27% repeat rate). Sales cycle length: 3.2 days from first touch to purchase. Conversion funnel: 1,000 ad impressions -> 41 clicks -> 1.7 sales.

Retention: Digital loyalty program (Square) targets 1,500 members by Month 18. Brew Club subscription ($35 for 10 drinks) has 28% uptake rate. Referral program ($2 credit) drives 18% of new customers. Target churn rate: 4.2%/month (vs. industry 7.1%). Expansion revenue: Corporate accounts target 15% of revenue by Year 2.

Channel	Monthly Budget	Expected CAC	Expected Leads/Month	Conversion Rate	Expected Customers/Month	ROI
Instagram Ads	300	5.36	56	6.3%	35	467%
Google Ads	500	7.32	207	4.1%	68	321%
On-site Sampling	200	1.85	108	35.0%	38	1,514%
Referral Program	80	2.00	40	100.0%	40	2,875%
Total	1,080	6.02	411	32.4%	181	628%

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Expected Leads	Expected Customers
1	500	300	200	100	0	1,100	245	79
2	500	300	150	100	0	1,050	312	101
3	500	300	100	100	0	1,000	378	122
4	500	300	100	150	0	1,050	411	133
5	500	300	100	150	50	1,100	444	144
6	500	300	100	200	50	1,150	477	154
7	500	300	100	200	50	1,150	510	165
8	500	300	100	250	50	1,200	543	175
9	500	300	100	250	50	1,200	576	186
10	500	300	100	300	50	1,250	609	197
11	500	300	100	300	50	1,250	642	208
12	500	300	100	350	50	1,300	675	219

SECTION 7: OPERATIONS

Daily workflow: 5:30 AM trailer setup (15 mins), 6:30-10:00 AM peak service (2 baristas), 10:00-12:00 PM inventory check (Copper Cup beans: 12 lbs/day), 12:00-3:00 PM lunch rush (pastry restock at 11:30 AM). Capacity: 144 drinks during 6-hour peak (24 drinks/hour x 6 hours). Waste sorting: Compost (grounds/pastries), recycling (cups), landfill (plastic wrappers). Breakdown at 3:00 PM (20 mins).

Key vendors: Copper Cup Roasters ($420/week for 12 lbs beans), US Foods ($280/week for dairy), Biscuit Love ($180/week for 100 pastries). Technology: Square Register ($60/month) for POS/inventory, Homebase ($20/month) for scheduling, Mailchimp ($50/month) for email. All tools chosen for integration (Square Loyalty syncs with POS).

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
Copper Cup Roasters	Coffee beans	1,680	Month-to-month	Corvus Coffee ($17/lb)
US Foods	Dairy alternatives	1,120	Net 30	KeHE Distributors
Biscuit Love	Pastries	720	Weekly purchase order	Seed + Sprout Bakery
WebstaurantStore	Compostable supplies	120	Prepaid	Eco-Products Inc.
Denver Public Health	Health permit	100	Annual fee	N/A

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
Square Register	POS, inventory, loyalty	60	3	Toast ($299/month)
Homebase	Scheduling, time tracking	20	2	When I Work ($18/month)
Mailchimp	Email marketing	50	1	Klaviyo ($45/month)
QuickBooks Online	Accounting	30	1	Xero ($29/month)
Google Workspace	Email, docs	12	2	Microsoft 365 ($6/user)

SECTION 8: MANAGEMENT TEAM

Organizational structure: CEO (Elena Martinez) oversees P&L, $65,000 salary. Head Barista (Carlos Mendez, PT) manages operations, $22/hr. Marketing Manager (Sarah Kim, contract) executes campaigns, $45/hr. Compensation philosophy: Baristas paid 15% above Denver minimum wage ($18.29 vs $15.86) to reduce turnover (target <10% annually vs industry 65%).

Advisory board: David Chen CPA (40% owner) provides financial oversight. Maria Lopez (ex-Stumptown Coffee Director of Ops) advises on scaling, compensated with 0.5% equity vesting over 4 years. Legal counsel: Smith & Partners ($150/hr retainer).

Month	Role	Salary	Priority	Source	Onboarding Time
1	Head Barista (PT)	1,760	Critical	Internal referral	2 weeks
3	Marketing Manager (Contract)	1,800	High	Upwork	1 week
6	Barista (PT)	1,408	Medium	Craigslist	3 weeks
12	Operations Manager	4,333	Future	LinkedIn	4 weeks

SECTION 9: FINANCIAL PLAN

Key assumptions: 60 customers Month 1, growing 5% weekly to 120 by Month 3. Avg ticket $5.25 (Year 1), $5.50 (Year 2), $5.75 (Year 3). COGS 40% of revenue. Monthly churn 4.2%. CAC $6.02. Fixed costs $6,359/month. Loan payment $604/month (SBA 7(a) $50k at 7.5% over 10 years). Depreciation: $1,200/year on $12,500 espresso machine (10-year straight-line).

Revenue model: 72% beverages, 28% pastries. Growth drivers: Corporate contracts (target 5 offices by Month 6, 10 drinks/day each), loyalty program (target 35% of sales from members by Month 9), seasonal drinks (15% of revenue in launch month). Year 1 revenue $138,600 (120 customers x $5.25 x 220 days).

Cost structure: 40% COGS (variable), 55% operating expenses (70% fixed, 30% variable). Fixed costs: $300 storage rent, $175 insurance, $604 loan payment, $1,200 labor (PT barista), $500 marketing baseline. Variable costs: COGS, hourly labor ($18.29/hr), marketing above baseline. Labor scales at 0.5 FTE per 40 customers.

Funding needs: $85,000 total. $50,000 SBA loan (58.8%), $35,000 founder equity (41.2%). Runway: 8.2 months post-launch. Milestones funded: Break-even (Month 10), 1,500 loyalty members (Month 18), second-unit launch (Month 22).

Ca	Item	Cost	Notes
Equipment	Mobile trailer (custom build)	42,000	8'x12' NSF-cer
Equipment	La Marzocco Linea Mini	12,500	2-group espresso machine
Equipment	Mahlkönig E65 grinder	2,200	
Equipment	Hoshizaki ice machine	1,800	
Equipment	Honda EU2200i generator	1,200	
Initial Inventory	Coffee beans (4 weeks)	1,680	12 lbs/day x $14/lb
Initial Inventory	Dairy/pastries (2 weeks)	910	

Initial Inventory	Compostable supplies	480	200 cups/day x $0.12 x 20 days
Licenses/Permits	Denver mobile vendor license	1,200	Annual fee
Licenses/Permits	Health department permit	350	
Marketing Launch	Signage/banners	800	
Marketing Launch	Social media ads	2,000	3-month runway
Marketing Launch	Website development	2,000	Square Online Store
Professional Fees	Legal (LLC formation)	1,500	Smith & Partners
Professional Fees	Accounting setup	700	
Contingency	10% reserve	7,500	
	Total Startup Costs	85,000	

C	Type	Monthly Cost	Annual Cost	Notes
Rent (storage)	Fixed	300	3,600	200 sq ft warehouse

Salaries/Payroll	Variable	2,560	30,720	0.8 FTE @ $18.29/hr x 110 hrs
Benefits	Variable	384	4,608	15% of payroll
Insurance	Fixed	175	2,100	General liability
Software	Fixed	172	2,064	Square, Homebas Mailchim
Utilities	Variable	180	2,160	Generato fuel, water disposal
Marketing	Variable	900	10,800	See Section 6 table
Professional Services	Fixed	150	1,800	Accountin retainer
Supplies	Variable	1,200	14,400	Cups, napkins, cleaning
Loan Payment	Fixed	604	7,248	SBA 7(a) $50k @ 7.5%
Maintenance	Fixed	100	1,200	La Marzocco service contract
Other	Variable	200	2,400	Event fees, samples
	Fixed Total	1,701	20,412	

	Variable Total	4,658	55,896	
	Combined Total	6,359	76,308	

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Year 1
Revenue	4,158	6,732	13,860	13,860	13,860	13,860	13,860	13,860	13,860	13,860	13,860	13,860	138,600
COGS	1,663	2,693	5,544	5,544	5,544	5,544	5,544	5,544	5,544	5,544	5,544	5,544	55,440
Gross Profit	2,495	4,039	8,316	8,316	8,316	8,316	8,316	8,316	8,316	8,316	8,316	8,316	83,160
Marketing	1,100	1,050	1,000	1,050	1,100	1,150	1,150	1,200	1,200	1,250	1,250	1,300	13,800
Salaries	1,760	2,200	2,560	2,560	2,560	2,560	2,560	2,560	2,560	2,560	2,560	2,560	29,600
Rent	300	300	300	300	300	300	300	300	300	300	300	300	3,600
Software	172	172	172	172	172	172	172	172	172	172	172	172	2,064
Insurance	175	175	175	175	175	175	175	175	175	175	175	175	2,100
Other OpEx	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Total OpEx	3,707	4,097	4,407	4,457	4,507	4,557	4,557	4,607	4,607	4,657	4,657	4,707	54,564
EBITDA	-1,212	-58	3,909	3,859	3,809	3,759	3,759	3,709	3,709	3,659	3,659	3,609	28,596
Depreciation	100	100	100	100	100	100	100	100	100	100	100	100	1,200
EBIT	-1,312	-158	3,809	3,759	3,709	3,659	3,659	3,609	3,609	3,559	3,559	3,509	27,396
Interest	313	309	295	281	266	251	236	221	206	190	174	158	3,000
Taxes (25%)	0	0	879	869	861	851	851	846	846	841	841	836	9,849
Net Income	-1,625	-467	2,635	2,609	2,582	2,557	2,572	2,542	2,563	2,528	2,544	2,515	17,606

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Beginning Cash	85,000	83,375	82,908	85,543	88,152	90,709	93,266	95,838	98,380	100,943	103,471	106,015
Cash In (Revenue)	4,158	6,732	13,860	13,860	13,860	13,860	13,860	13,860	13,860	13,860	13,860	13,860
Cash In (Funding)	50,000	0	0	0	0	0	0	0	0	0	0	0

Total Cash In	54,158	6,732	13,860	13,860	13,860	13,860	13,860	13,860	13,860	13,860	13,860	13,860
Cash Out (COGS)	1,663	2,693	5,544	5,544	5,544	5,544	5,544	5,544	5,544	5,544	5,544	5,544
Cash Out (OpEx)	2,707	3,097	3,407	3,457	3,507	3,557	3,557	3,607	3,607	3,657	3,657	3,707
Cash Out (CapEx)	35,000	0	0	0	0	0	0	0	0	0	0	0
Cash Out (Debt)	917	913	899	885	871	856	841	826	811	795	778	758
Total Cash Out	40,287	6,703	9,850	9,886	9,922	9,957	9,942	9,977	9,962	10,006	10,009	10,009
Net Cash Flow	13,871	29	4,010	3,974	3,938	3,903	3,918	3,883	3,898	3,854	3,851	3,851
Ending Cash	83,375	82,908	85,543	88,152	90,709	93,266	95,838	98,380	100,943	103,471	106,015	108,530

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	138,600	41,580	44,880	46,200	47,520	48,180	49,500	50,160	51,480	199,320
COGS	55,440	16,632	17,952	18,480	19,008	19,272	19,800	20,064	20,592	79,728
Gross Profit	83,160	24,948	26,928	27,720	28,512	28,908	29,700	30,096	30,888	119,592
OpEx	54,564	16,369	16,806	17,124	17,442	17,533	17,891	18,070	18,388	71,882
EBITDA	28,596	8,579	10,122	10,596	11,070	11,375	11,809	12,026	12,500	47,710
Net Income	17,606	5,268	6,227	6,521	6,815	7,000	7,265	7,415	7,695	29,375
Ending Cash	108,530	120,447	133,091	145,948	159,063	171,798	184,978	198,323	211,943	211,943

Metric	Value	Calculation
Monthly Fixed Costs	6,359	See OpEx table
Variable Cost per Unit	2.10	COGS per drink
Price per Unit	5.25	Average ticket

Contribution Margin per Unit	3.15	5.25 - 2.10
Contribution Margin %	60.0%	3.15 / 5.25
Break-Even Units per Month	2,019	6,359 / 3.15
Break-Even Revenue per Month	10,599	2,019 x 5.25
Expected Break-Even Month	3	Month 3 revenue $13,860 > $10,599
Safety Margin	31.1%	(13,860 - 10,599) / 13,860

Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	60.0	60.0	60.0	55-65% (NCA)
Operating Margin %	20.6	22.8	24.0	15-20% (IBISWorld)
Net Profit Margin %	12.7	14.8	14.7	10-15% (SCA)
Current Ratio	2.1	2.3	2.5	1.5+ (healthy)
Quick Ratio	1.9	2.1	2.3	1.0+ (healthy)
CAC Payback Period	1.1	1.0	0.9	6-18 months (SaaS)
LTV:CAC Ratio	30.2	32.0	33.5	3:1 (healthy)
Monthly Burn Rate	1,387	0	0	N/A
Runway (months)	8.2	Indefinite	Indefinite	6+ (safe)

SECTION 10: RISK ANALYSIS

Top risks: 1) Downtown office vacancy 18.7% (Denver Q1 2024) reducing foot traffic by 15% (probability 4/5, impact 5/5). 2) Coffee bean inflation at 12% YoY increasing COGS by 2.4% (probability 5/5, impact 4/5). 3) New Cart Culture expansion capturing 8% market share (probability 3/5, impact 4/5). 4) Denver mobile vendor fee increase to $2,000/year in 2025 (probability 4/5, impact 3/5).

Mitigation: 1) Corporate contracts target 15% revenue by Year 2; $1,200/month indoor event bookings cover 40% of seasonal shortfall. 2) Fixed-price contract with Copper Cup through 2024; 0.5% price increase offsets 25% inflation. 3) Loyalty program drives 35% repeat customers (vs. industry 22%); 10-minute service guarantee validated in soft launch. 4) Fee increase absorbed by $1,000/year revenue from new corporate accounts.

Risk	Probability	Impact	Risk Score	Mitigation Strategy	Contingency Plan	Owner
Office vacancy increase	4	5	20	Secure 5 corporate contracts by Month 6	Expand to Auraria Campus (27k students)	Martinez
Coffee bean inflation	5	4	20	Negotiate fixed-price contract through 2024	Pass 0.5% cost to customers	Chen
New competitor entry	3	4	12	Loyalty program targeting 35% retention	Launch $0.50 "speed guarantee" refund	Mendez
Vendor fee increase	4	3	12	Grow corporate revenue by $1k/month	Reduce marketing spend by 15%	Martinez
Equipment failure	2	5	10	$5k maintenance reserve fund	Rent backup machine ($150/day)	Mendez
Weather disruption	3	3	9	Indoor pop-up partnerships	Shift to catering model	Kim
Supply chain disruption	2	4	8	Diversify to 2 backup suppliers	Use 2-week inventory buffer	Mendez
Low customer volume	3	3	9	Daily KPI tracking via Square	Implement "Happy Hour" discounts	Kim

SECTION 11: IMPLEMENTATION TIMELINE

Year 1 priorities: Achieve break-even by Month 3 through customer acquisition targeting 120/day. Critical path: Secure 5 corporate contracts by Month 6 (generating $1,500/month revenue). Dependencies: Health department approval (Month 1), loyalty program launch (Month 2), corporate sales cycle (45 days avg). Key metric: Daily customers must exceed 67 by Month 3 to hit break-even.

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	Health inspection pass	Certificate #FECO18472	$350 fee, 8 labor hours	Inspection passed first try	Martinez
2	Loyalty program launch	1,000 digital cards	Square setup, $200 design	30% sign-up rate at POS	Kim
3	Break-even achieved	Positive net income	120 customers/day	Net income > $0	Chen
4	First corporate contract	10-drink/week order	Proposal, 5 sales calls	$150/week revenue	Martinez
5	100 loyalty members	Active digital accounts	Referral program launch	100 enrolled members	Kim
6	5 corporate contracts	Signed agreements	20 sales calls	$750/week revenue	Martinez
7	200 loyalty members	Active accounts	Brew Club subscription	200 enrolled members	Kim
8	Winter menu launch	2 new seasonal drinks	$500 R&D, supplier deals	15% of sales	Mendez
9	35% loyalty revenue	Sales data report	Targeted email campaigns	35% of total revenue	Kim
10	1,000 loyalty members	Active accounts	Referral incentives	1,000 enrolled members	Kim
11	Second-unit financing	$65k equipment loan	Bank presentations	Approved loan terms	Chen
12	1,500 loyalty members	Active accounts	Year-end promotions	1,500 enrolled members	Kim

SECTION 12: APPENDIX

Supporting documents available: Denver foot traffic study (DURA 2023), Copper Cup Roasters supply agreement, SBA loan commitment letter, 30-day soft launch sales data. All financial assumptions documented with source citations (NCA, IBISWorld, Denver County). Full COGS breakdown by SKU available upon request.