Farm-to-table restaurant Business Plan: A Proven Sample for US Entrepreneurs

Root & Vine Kitchen, LLC (NC LLC founded March 2024) operates a 3,200-sq-ft farm-to-table restaurant in Asheville, NC targeting $1.8M Year 1 revenue at $45 average check. Founder Elena Martinez (12 years multi-unit ops, Biscuit Love Group) scaled Nashville concept to $4.2M revenue in 18 months pre-exit.

1. Executive Summary

Asheville restaurants lose $2.1M annually to food waste (EPA 2023), while 68% of consumers pay premiums for verifiable local sourcing (Nielsen). Root & Vine Kitchen solves this with 100-mile-sourced menus, third-party audited zero-waste operations, and $31.32 contribution margin per cover. We target local professionals (60% of guests) and tourists (30%) at $45 dinner check (68% food margin, 78% beverage margin), capturing 1.5% of Asheville's $120M farm-to-table SAM.

We project $1.8M Year 1 revenue with 30.4% blended COGS, $1.026M operating expenses, and $180K net profit (10% margin). Profitability occurs Month 10 when monthly covers exceed 2,850 (vs. 1,200 in Month 1). Key drivers: 70% online bookings via OpenTable, $58.60 CAC from digital channels, and 35% repeat guest rate by Month 6.

We seek $450K funding: $300K owner equity (66.7%) and $150K SBA 7(a) loan (6.5% interest, 10-year term). Funds cover $405K startup costs and $45K working capital. This enables 10-month path to profitability, $1.8M Year 1 revenue, and 14% net margin by Year 3. Projected ROI: 22% by Year 3 with $364K net profit.

2. Company Overview

Root & Vine Kitchen operates as North Carolina LLC (formed March 2024) due to liability protection and pass-through taxation. Location: 123 Riverside Drive, Asheville, NC 28801 in River Arts District (3.2M annual visitors, VisitNC 2023). Lease: $5,000/month triple-net for 3,200 sq. ft. Ownership: Martinez 60% (operations), Carter 25% (culinary), Lin 15% (finance).

Elena Martinez (CEO) grew Biscuit Love Group's Nashville unit from $1.1M to $4.2M revenue in 18 months. James Carter (Chef) generated $2.8M revenue at Rhubarb with 19% net margin (2022 P&L). Sarah Nguyen (Sustainability Director) diverted 92% of ASAP's event waste via composting partnerships.

Date	Milestone	Status	Next Steps
Mar 2024	LLC formation, lease signing	Complete	Finalize equipment orders
Apr 2024	Buildout completion	Complete	Staff hiring
May 2024	Health department certification	Pending	Staff training
Jun 1, 2024	Soft opening (30% capacity)	Planned	Refine menu pricing
Jul 15, 2024	Full launch (100% capacity)	Planned	Begin digital marketing
Oct 2024	Profitability target	Planned	Expand catering
Mar 2025	10% repeat guest rate	Planned	Launch loyalty program
Dec 2025	$2.2M Year 2 revenue	Planned	Explore Greenville SC expansion

3. Market Analysis

TAM: $14.3B U.S. farm-to-table market (IBISWorld 2028 projection). SAM: $210M Southeast farm-to-table restaurants (NC, TN, SC, GA; 1.47% of $14.3B TAM). SOM: $1.8M Year 1 revenue (1.5% of Asheville's $120M SAM; calculated as 40,000 annual covers x $45 avg check). Methodology: Asheville metro population 469,000 (U.S. Census 2023) x 60% target demo x 1.2% penetration = 3,377 monthly potential guests.

Target customers: Local residents (60% of guests) aged 30-55, $75K+ household income, spending $180/month dining out (NRA 2023). Tourists (30% of guests) from Atlanta/Charlotte (45% of visitors), booking 2.7 restaurant visits per trip (VisitNC). Special events (10% of guests) spend $1,200 avg per catering job (85 guests).

Key trends: 7.2% CAGR farm-to-table growth (IBISWorld); 52% diners prioritize sustainability (NRA); 68% pay 15%+ premiums for local food (Nielsen); regenerative agriculture searches up 220% YoY (Google Trends).

Segment	Size ($)	Growth Rate	Our Share Target	Rationale
Local Residents	$72M	6.5%	1.2%	3,377 potential guests x $180/mo spend
Tourists	$36M	9.1%	2.0%	12M annual visitors x 0.3% capture rate
Special Events	$12M	12.0%	1.5%	1,000 events/yr x $1,200 avg spend
Online Retail	$1.5M	18.0%	3.0%	5,000 subscribers x $30 avg order

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
U.S. Market	$14.3B	N/A	N/A	IBISWorld 2028 projection
Southeast Region	N/A	$210M	N/A	1.47% of $14.3B TAM
Asheville Metro	N/A	$120M	$1.8M	1.5% of $120M SAM

4. Competitive Analysis

Direct competitors: Rhubarb ($2.8M revenue, 2022) with $48 avg check but 45-mile sourcing radius; Cúrate ($3.1M revenue) with limited seasonal rotation. Indirect: Tupelo Honey (regional chain) uses national distributors for 70% of ingredients. No Asheville competitor has third-party verified 100-mile sourcing or zero-waste certification.

Differentiators: 1) 100-mile sourcing radius (verified monthly by ASAP; 12 contracted farms vs. Rhubarb's 8), 2) 85% landfill diversion (Asheville GreenWorks partnership vs. industry avg 35%), 3) $45 avg check with 68% food margin (vs. Rhubarb's 62%), 4) 40% vegetarian/vegan menu options (industry avg 25%).

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
Rhubarb	$2.8M	$48 avg	Brand recognition	45-mile sourcing limit	100-mile radius, 3rd-party verified
Cúrate	$3.1M	$52 avg	Tourist traffic	Static menu	Quarterly menu rotations
Tupelo Honey	$4.2M	$42 avg	Scale	National supply chain	100% local sourcing
SweetWater	$1.9M	$38 avg	Brewery draw	Limited local %	100% verified local
Curate	$2.5M	$52 avg	Wine program	High food cost (35%)	30% food cost target

Strengths	Weaknesses	Opportunities	Threats
100-mile sourcing verification	Higher ingredient costs (+8% vs. conventional)	Asheville tourism rebound (+22% YoY)	Economic downturn reducing dining out
85% waste diversion rate	Limited brand awareness (Month 1)	NC farm tourism growth (12% CAGR)	Crop failure disrupting supply
68% food gross margin	Tight labor market (15% turnover rate)	Online retail expansion (18% CAGR)	New competitor entry (2+ in 2024)
James Beard-nominated chef	Small patio (800 sq ft)	Corporate catering contracts	Regulatory changes (NC labor laws)

5. Products & Services

Dinner service (5-10 PM Tue-Sun) features 8 appetizers ($14-$18), 10 mains ($28-$42), 4 desserts ($10-$14). Brunch (10 AM-2 PM Sat-Sun) includes $16 shakshuka and $14 biscuits. Beverages: $14 NC wine pours (cost $3.08), $16 craft cocktails (cost $3.52). Private dining for 20 guests at $85/person minimum. Retail line: $12 preserves (cost $4.20).

Pricing based on Asheville fine-casual median ($47 check, NRA 2023) with 5% discount for competitive positioning. Food margin target: 68% ($45 check x 32% COGS = $14.40 food cost). Beverage margin: 78% ($14 wine pour x 22% COGS = $3.08 cost). Catering priced at $75/person (35% food cost).

Tier	Price	Features	Target Customer	Expected % Revenue	Gross Margin
Dinner	$45 avg	85-seat dining, seasonal menu	Locals/Tourists	70%	67.5%
Brunch	$32 avg	Weekend service, family-friendly	Locals	20%	69.0%
Catering	$75/person	Private events, farm tours	Corporates	8%	65.0%
Retail	$12 avg	Preserves, spice blends	Tourists	2%	65.0%

Metric	Value	Calculation/Notes
Price per cover	$45.00	Dinner avg check
COGS per cover	$13.68	30.4% blended (32% food + 22% beverage)
Gross Profit per cover	$31.32	$45.00 - $13.68
Gross Margin %	69.6%	$31.32 / $45.00
CAC	$58.60	$2,500 Google Ads / 42.7 conversions (4.1% rate)
LTV	$562.50	12.5 visits x $45 avg spend

LTV:CAC	9.6:1	$562.50 / $58.60
Payback Period	1.9 months	CAC / (Gross Profit per cover x 1.25 visits/mo)

6. Marketing & Sales

Go-to-market: Digital channels (65% of customer acquisition) with $2,500/month Google Ads targeting "farm-to-table Asheville" (CPC $2.40, CTR 3.2%, conversion 4.1%). Local partnerships (25%): ASAP co-hosted farm tours ($500/event x 12 = $6,000). PR (10%): James Beard Award submissions targeting 15 media placements.

Sales cycle: 70% booked online via OpenTable (conversion rate 38% from website). 30% walk-ins. Average reservation lead time: 4.2 days. Conversion funnel: 1,450 monthly website visitors (38% from SEO) -> 551 booking page views -> 210 reservations -> 147 seated guests (70% show rate).

Retention: Digital punch card (10 visits = free $16 appetizer). Birthday credit ($25). Post-visit survey with $10 off (32% redemption rate). Target: 35% repeat rate by Month 6 (industry avg 28%), reducing CAC by 22%.

Channel	Monthly Budget	Expected CAC	Expected Leads/Month	Conversion Rate	Expected Customers/Month	ROI
Google Ads	$2,500	$58.60	1,042	4.1%	42.7	8.5:1
Instagram	$800	$32.10	750	6.8%	51.0	12.3:1
Email Marketing	$300	$18.50	400	12.5%	50.0	17.1:1
Local Partnerships	$500	$41.70	120	10.0%	12.0	6.2:1
PR	$400	$0	80	8.0%	6.4	Infinite

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Expected Leads	Expected Customers
1	$2,500	$800	$1,500	$500	$400	$5,700	2,392	162
2	$2,500	$800	$1,200	$500	$300	$5,300	2,192	152
3	$2,500	$800	$1,000	$500	$200	$5,000	2,042	142
4	$2,500	$800	$800	$500	$150	$4,750	1,892	132
5	$2,500	$800	$600	$500	$100	$4,500	1,742	122
6	$2,500	$800	$500	$500	$100	$4,400	1,652	115
7	$2,500	$800	$400	$500	$100	$4,300	1,562	109
8	$2,500	$800	$300	$500	$100	$4,200	1,472	103
9	$2,500	$800	$300	$500	$100	$4,200	1,472	103
10	$2,500	$800	$300	$500	$100	$4,200	1,472	103
11	$2,500	$800	$300	$500	$100	$4,200	1,472	103
12	$2,500	$800	$300	$500	$100	$4,200	1,472	103

7. Operations

Daily operations: Dinner service (5-10 PM Tue-Sun) with 8 servers, 3 bartenders, 7 kitchen staff. Brunch (Sat-Sun 10 AM-2 PM) with 6 servers, 2 bartenders, 5 kitchen staff. Capacity: 85 seats x 2.5 turns = 212 covers/night (industry avg for fine-casual). Inventory ordered 3x/week from 12 farms; par levels set at 2.1 days usage. Waste tracked daily via MarketMan; 85% diverted to Asheville GreenWorks.

Key vendors: Full Sun Farm ($8,200/month produce), Hickory Nut Gap ($6,500/month beef), French Broad Farm ($2,100/month dairy). Technology: Toast POS ($99/month x 3 terminals), MarketMan inventory ($150/month), QuickBooks Online ($50/month).

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
Full Sun Farm	Produce	$8,200	Month-to-month	Green Fields Farm
Hickory Nut Gap	Beef	$6,500	6-month min	Pisgah Forest Pork
French Broad Farm	Dairy	$2,100	Month-to-month	Carolina Ground
Asheville GreenWorks	Composting	$450	Annual $5,400	City municipal program
Toast	POS System	$347	Month-to-month	Square

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
Toast	POS, reservations	$347	16	Square ($299, less integrated)
MarketMan	Inventory tracking	$150	4	Upserve ($199, higher food cost error rate)
QuickBooks Online	Accounting	$50	2	Xero ($30, less restaurant features)
7shifts	Scheduling	$80	3	Homebase ($75, no labor forecasting)
HubSpot	CRM	$0	2	Mailchimp ($20, no sales pipeline)

8. Management Team

Organizational structure: 16 FTEs (6 management, 10 hourly). Compensation: Management at 15% above Asheville market (BLS 2023), e.g., GM $68K vs. $59K avg. Hourly staff: Servers $18/hr base + tips (vs. $16.50 avg), cooks $17/hr (vs. $15.25 avg). Benefits: Health stipend ($200/month), profit-sharing (Year 2).

Advisory board: Michael Chen (ex-VP Ops, The Biltmore Estate) advises on tourism partnerships. Compensation: $1,500/month retainer + equity. Sarah Jones (food safety consultant) conducts quarterly audits ($2,000/audit).

Month	Role	Salary	Priority	Source	Onboarding Time
Apr 2024	Executive Chef	$65,000	Critical	Industry referral	30 days
Apr 2024	GM	$68,000	Critical	Internal promotion	Immediate
May 2024	Sous Chefs (2)	$48,000 x 2	High	Craigslist	21 days
May 2024	Servers (8)	$36,000 x 8	High	Indeed	14 days
Jun 2024	Marketing Coordinator	$45,000	Medium	LinkedIn	28 days
Aug 2024	Sustainability Officer	$52,000	Medium	ASAP network	35 days

9. Financial Plan

Key assumptions: Month 1: 1,200 covers ($85K revenue). Monthly cover growth: 8% to 3,500 by Month 12. Avg check: $45 (dinner), $32 (brunch). Food cost: 32% (vs. industry avg 33.5%). Beverage cost: 22% (NC liquor markup limits). Monthly churn: 5.2% (industry avg 6.1%). Payroll: 30% of revenue (industry avg 32.4%). Rent: $5,000 fixed.

Revenue model: 70% dinner ($45 avg), 20% brunch ($32 avg), 8% catering ($75/person), 2% retail ($12 avg). Growth drivers: Tourism rebound (+22% YoY), 35% repeat rate by Month 6, and catering expansion to 15 events/month by Year 2.

Cost structure: Fixed costs 58% of OpEx ($51,650/month: rent $5K, payroll $35K, software $650). Variable costs 42% ($30,350/month: food $28.8K, labor $1.55K). COGS scales at 30.4% of revenue. Payroll increases 3% annually; rent increases 3% Year 2.

Funding: $450K total. $405K startup costs (detailed below), $45K working capital (3 months OpEx). Funds provide 10-month runway to profitability. Milestones: Month 6 - $120K monthly revenue, Month 10 - profitability, Month 12 - 35% repeat rate.

Category	Ite	Cost	Notes
Legal/Formation	LLC filing, operating agreement	$2,500	NC SOS fees + attorney
Licenses/Permits	ABC, health dept, signage	$8,200	NC ABC license $6,500
Leasehold Improvements	Buildout, ADA ramp	$180,000	$56.25/s ft x 3,200 sq ft
Kitchen Equipment	Industrial, ranges, combi oven	**$110,000**	Used equipme discount 15%

Furniture & Decor	Tables, chairs, patio	$45,000	$140/sq ft x 80% dining area
POS & Tech	Toast terminals, tablets	$15,000	3 terminals + 6 tablets
Initial Inventory	Food, bar stock	$30,000	2.1 days par levels
Marketing Launch	Branding, website, photos	$25,000	Professi photogra $8,500
Insurance	General liability, workers' comp	$12,000	$1M coverage x 12 months
Professional Fees	Accountant, consultant	$7,500	Pre-oper support
Website Development	SEO-optimized site	$5,000	WordPre + reservati integratio
Training	Staff onboarding	$3,500	2 weeks x 16 staff x $11/hr

Contingency (10%)	Unplanned costs	$40,500	Standard for restauran builds
Working Capital	3 months OpEx reserve	$45,000	$15,000 x 3 months
Total		**$450,000**	

Category	Type	Monthly Cost	Annual Cost	Notes
Rent	Fixed	$5,000	$60,000	Triple-net lease
Salaries	Fixed	$35,000	$420,000	6 FTE managem
Hourly Wages	Variable	$15,500	$186,000	30% of revenue
Benefits	Fixed	$5,250	$63,000	15% of salary payroll
Food Inventory	Variable	$28,800	$345,600	32% of food revenue
Beverage Inventory	Variable	$7,200	$86,400	22% of beverage revenue
Utilities	Fixed	$2,000	$24,000	Electric, gas, water
Marketing	Fixed	$4,200	$50,400	Per marketing budget table

Software	Fixed	$650	$7,800	Toast, MarketMa QuickBoo
Insurance	Fixed	$1,000	$12,000	General liability, workers' comp
Loan Payment	Fixed	$1,700	$20,400	SBA 7(a) at 6.5%
Maintenance	Fixed	$850	$10,200	Equipme servicing
Fixed Total		**$51,650**	**$619,800**	
Variable Total		**$30,350**	**$364,200**	
Combined Total		**$82,000**	**$984,000**	

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Year 1
Revenue	$85,000	$91,800	$99,144	$107,076	$115,642	$125,000	$135,000	$145,800	$157,464	$170,061	$183,666	$198,359	$1,553,992
COGS	$26,120	$28,210	$30,535	$33,007	$35,677	$38,500	$41,580	$44,906	$48,509	$52,379	$56,573	$61,108	$473,406
Gross Profit	$58,880	$63,590	$68,609	$74,069	$79,965	$86,500	$93,420	$100,894	$108,955	$117,682	$127,093	$137,251	$1,080,586
Marketing	$5,700	$5,300	$5,000	$4,750	$4,500	$4,400	$4,300	$4,200	$4,200	$4,200	$4,200	$4,200	$50,400
Salaries	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$420,000
Rent	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$60,000
Software	$650	$650	$650	$650	$650	$650	$650	$650	$650	$650	$650	$650	$7,800
Insurance	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$12,000
Other OpEx	$14,250	$13,850	$13,350	$12,600	$11,850	$11,450	$11,050	$10,650	$10,650	$10,650	$10,650	$10,650	$143,800
Total OpEx	$61,600	$60,800	$60,000	$59,000	$58,000	$57,500	$57,000	$56,500	$56,500	$56,500	$56,500	$56,500	$684,000
EBITDA	-$2,720	$2,790	$8,609	$15,069	$21,965	$29,000	$36,420	$44,394	$52,455	$61,182	$70,593	$80,751	$396,586
Depreciation	$3,375	$3,375	$3,375	$3,375	$3,375	$3,375	$3,375	$3,375	$3,375	$3,375	$3,375	$3,375	$40,500
EBIT	-$6,095	-$585	$5,234	$11,694	$18,590	$25,625	$33,045	$41,019	$49,080	$57,807	$67,218	$77,376	$356,086
Interest	$0	$0	$0	$0	$0	$850	$850	$850	$850	$850	$850	$850	$6,120

Taxes (25%)	$0	$0	$0	$2,924	$4,648	$6,145	$8,014	$10,042	$12,058	$14,240	$16,592	$19,132	$89,967
Net Income	-$6,095	-$585	$5,234	$8,770	$13,942	$18,630	$24,181	$29,127	$36,172	$42,717	$49,776	$57,394	$260,000

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Beginning Cash	$45,000	$29,655	$28,360	$32,924	$39,836	$51,228	$61,359	$74,271	$88,283	$104,455	$122,172	$141,948
Cash In (Revenue)	$85,000	$91,800	$99,144	$107,076	$115,642	$125,000	$135,000	$145,800	$157,464	$170,061	$183,666	$198,359
Other Income	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Cash In	$85,000	$91,800	$99,144	$107,076	$115,642	$125,000	$135,000	$145,800	$157,464	$170,061	$183,666	$198,359
Cash Out (COGS)	$26,120	$28,210	$30,535	$33,007	$35,677	$38,500	$41,580	$44,906	$48,509	$52,379	$56,573	$61,108
OpEx Payments	$61,600	$60,800	$60,000	$59,000	$58,000	$57,500	$57,000	$56,500	$56,500	$56,500	$56,500	$56,500
CapEx	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Debt Service	$0	$0	$0	$0	$0	$850	$1,700	$1,700	$1,700	$1,700	$1,700	$1,700
Taxes	$0	$0	$0	$2,924	$4,648	$6,145	$8,014	$10,042	$12,058	$14,240	$16,592	$19,132
Total Cash Out	$87,720	$89,010	$90,535	$94,931	$98,325	$102,995	$108,294	$113,148	$118,767	$124,819	$131,365	$138,440
Net Cash Flow	-$2,720	$2,790	$8,609	$12,145	$17,317	$22,005	$26,706	$32,652	$38,697	$45,242	$52,301	$59,919
Ending Cash Balance	$29,655	$28,360	$32,924	$39,836	$51,228	$61,359	$74,271	$88,283	$104,455	$122,172	$141,948	$161,867

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	$1,554K	$550K	$572K	$605K	$638K	$715K	$758K	$803K	$851K	$3,127K
COGS	$473K	$168K	$175K	$185K	$195K	$219K	$232K	$246K	$261K	$958K
Gross Profit	$1,081K	$382K	$397K	$420K	$443K	$496K	$526K	$557K	$590K	$2,169K
OpEx	$684K	$235K	$242K	$252K	$261K	$287K	$298K	$309K	$318K	$1,212K
EBITDA	$397K	$147K	$155K	$168K	$182K	$209K	$228K	$248K	$272K	$957K
Net Income	$260K	$88K	$95K	$105K	$115K	$135K	$150K	$165K	$180K	$630K

Ending Cash	$161,867	$250K	$345K	$450K	$565K	$700K	$850K	$1,015K	$1,200K	$1,200K

Metric	Value	Calculation
Monthly Fixed Costs	$51,650	From OpEx table
Variable Cost per Cover	$13.68	30.4% x $45 avg check
Price per Cover	$45.00	Dinner avg check
Contribution Margin per Cover	$31.32	$45.00 - $13.68
Contribution Margin %	69.6%	$31.32 / $45.00
Break-Even Covers per Month	1,649	$51,650 / $31.32
Break-Even Revenue per Month	$74,205	1,649 x $45.00
Expected Break-Even Month	Month 5	Month 5 revenue $115,642 > $74,205
Safety Margin	57.5%	($115,642 - $74,205) / $115,642

Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	69.6%	69.5%	69.4%	67.0%
Operating Margin %	16.7%	17.2%	19.5%	12.0%
Net Profit Margin %	16.7%	17.0%	20.1%	10.0%
Current Ratio	1.8	2.1	2.5	1.5
Quick Ratio	1.5	1.8	2.2	1.2

CAC Payback Period	1.9 months	1.7 months	1.5 months	5.0 months
LTV:CAC Ratio	9.6:1	10.2:1	11.0:1	3.0:1
Monthly Burn Rate	$14,000	$0	$0	N/A
Runway (months)	3.2	Infinite	Infinite	N/A

10. Risk Analysis

Top risks: 1) Supply chain disruption (probability 4/5, impact $15K/week loss; 12 farms reduce single-farm dependency to 8.3% of supply). 2) Labor shortage (probability 5/5, impact 15% turnover cost; $52K annual cost at $3,500/turnover). 3) Economic downturn (probability 3/5, impact 20% revenue drop; $311K Year 1 revenue risk).

Mitigation: 1) 2-week emergency inventory buffer ($15K cost) and 2 backup farms under contract. 2) 15% wage premium + profit-sharing (Year 2) targeting 10% turnover. 3) Value menu ($15 lunch) capturing 30% of price-sensitive diners.

Risk	Probability	Impact	Risk Score	Mitigation Strategy	Contingency Plan	Owner
Supply chain disruption	4	4	16	12 contracted farms, 2-week inventory buffer	Activate backup farms, menu substitution protocol	Nguyen
Labor shortage	5	3	15	15% wage premium, health stipend	Cross-train staff, reduce hours	Martinez
Economic downturn	3	5	15	Value menu ($15 lunch), expand catering	Reduce marketing spend 20%	Lin
Reputational damage	2	5	10	3rd-party ASAP verification, real-time menu updates	Free meal guarantee, social media response team	Reed
Regulatory change	3	3	9	Quarterly compliance audits, $2M liability insurance	Legal retainer activation	Martinez
Low repeat rate	4	2	8	Loyalty program, $10 survey incentive	Double digital ad spend	Reed
Rent increase	3	2	6	3% annual cap in lease	Negotiate revenue-sharing clause	Lin
Competition surge	2	3	6	Farmer story marketing, exclusive events	Introduce delivery via DoorDash	Carter

11. Implementation Timeline

Critical path: Month 1-3 buildout and staff hiring; Month 4-5 soft launch with digital marketing; Month 6-9 reach 2,500 monthly covers; Month 10 achieve profitability. Dependencies: Health department approval (Month 3) before staff training; ASAP certification (Month 4) for marketing claims.

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	Buildout completion	LEED Silver certified space	$180K leasehold budget	On-time occupancy	Martinez
2	Staff hiring	16 FTEs onboarded	$3.5K training budget	100% positions filled	Martinez
3	Health department certification	Permit approval	$8.2K license fees	No critical violations	Nguyen
4	ASAP verification	100-mile sourcing certification	12 farm contracts	100% verifiable sourcing	Nguyen
5	Soft opening	30% capacity service	$5K marketing spend	70% table turnover	Carter
6	Full launch	100% capacity, digital marketing	$4.4K monthly ad budget	125 covers/night	Reed
7	First catering event	Corporate contract signed	$1.5K event cost	$1,200 revenue	Reed
8	10% repeat rate	Loyalty program launch	$500 punch card cost	350 repeat guests	Reed
9	$120K monthly revenue	2,667 covers	Optimized staffing	2.4 turns/seat	Martinez
10	Profitability	Positive net income	Cost control systems	$18,630 net profit	Lin
11	35% repeat rate	1,225 repeat guests	CRM optimization	35% guest retention	Reed
12	Year 1 close	$1.55M revenue	Financial audit	16.7% net margin	Lin

12. Appendix

Supporting documents: 12 farm contracts with delivery schedules, ASAP verification protocol, lease agreement with 3% annual cap, SBA loan term sheet at 6.5%, and Toast POS integration specs. All financial assumptions documented per NRA 2023 Restaurant Industry Report benchmarks. Full market research data available from IBISWorld, VisitNC, and Nielsen. References: Asheville GreenWorks waste audit reports, BLS wage data, NC ABC Commission pricing regulations.