Crafting Your Flooring Store Strategy: US Market Sample Business Plan

Heritage Floors LLC (TX LLC, est. Jan 2024) is a premium flooring retailer and installer in Austin, TX targeting homeowners renovating $400k+ homes. We sell engineered hardwood at $5.99-$12.99/sq. ft. with bundled installation at $3.50-$5.00/sq. ft., targeting $720,000 revenue Year 1 with 52% gross margins. Founder Elena Ramirez (ex-Lumber Liquidators regional manager) generated $2.1M revenue in prior role. Date: October 26, 2023.

1. Executive Summary

US homeowners spend $18.2B annually on flooring replacements (IBISWorld 2023), yet 68% report poor installation quality causing $1,200+ in rework costs (J.D. Power 2022). Heritage Floors solves this via vertically integrated service: in-house design, curated sustainable materials, and certified installers. We charge $8.50/sq. ft. average for hardwood bundles (materials + install), 12% above Home Depot's $7.59 average but with 94% quality satisfaction vs. industry 76% (National Floor Covering Survey).

Revenue model: 67% materials ($480,000 Year 1), 27% installation ($192,000), 6% services ($48,000). Gross margin 52% (vs. industry 48%) through Armstrong Flooring direct contracts reducing COGS by 4%. Fixed costs $19,583/month. Break-even at $40,800 monthly revenue (Month 10). Year 3 net margin 8.9% on $1.8M revenue.

Seeking $450,000: $150,000 equity (33.3%), $200,000 SBA 7(a) loan (44.4%), $100,000 convertible note (22.2%). Funds deploy to $180,000 inventory (40%), $120,000 facility build-out (26.7%), $65,000 marketing (14.4%). Milestones: 94 jobs/year break-even (Month 10), 100 Google reviews by Month 8, 4.5/5 average rating. Projected 22% IRR by Year 5.

2. Company Overview

TX LLC formed January 2024 for liability protection and pass-through taxation. Austin location chosen for 2.1% annual population growth (vs. US 0.5%) and 12,000 annual new housing permits. Ownership: Elena Ramirez (60%), Marcus Chen (30%), Angel Investor (10%).

Elena Ramirez (CEO): Drove $2.1M revenue at Lumber Liquidators Austin (2019-2023), exceeding regional target by 22%. Marcus Chen (COO): Reduced Floor & Decor Austin inventory costs by 18% through JIT implementation in 2021.

Date	Milestone	Status	Next Steps
Jan 2024	LLC formation, TDLR license	Complete	N/A
Mar 2024	Lease signed (312 Barton Springs Rd)	Complete	N/A
May 2024	Supplier contracts (Armstrong, Mohawk)	Complete	Onboard 2 backup suppliers
Jul 2024	Website launch	Pending	Integrate Buildertrend API
Aug 2024	Store opening	Pending	Achieve 15 jobs Month 1
Feb 2025	100 Google reviews	Pending	Maintain 92%+ satisfaction
Apr 2025	Break-even (Month 10)	Pending	Hold OpEx < $31,000
Dec 2025	Year 2 revenue $1.2M	Pending	Add 2 installer FTEs

3. Market Analysis

US flooring market: $58.3B (2023), 4.2% CAGR to 2027 (IBISWorld). Texas: $4.1B (7% national). Austin MSA TAM: $280M (all flooring sales). SAM: $120M (retail + install services). SOM: $1.2M Year 1 (1% SAM capture), scaling to $8.4M (7%) by Year 3. Methodology: SAM = (Austin housing units x renovation rate x avg. project value). SOM = SAM x 1% (conservative new entrant share).

Target customers: Homeowners (65%) aged 30-65, $90k+ income, renovating $495k median-value homes. Budget: $8,500 avg. project (1,000 sq. ft. hardwood). Real estate investors (20%): $5,200 avg. project (LVP in flips). Commercial (15%): $12,000 avg. (tile in salons).

Key trends: 1) Sustainable materials demand up 14% YoY (Floor Covering Weekly), 2) 68% of homeowners prioritize "seamless install experience" over price (NAHB), 3) LVP market growing at 9.3% CAGR (Grand View Research).

Segment	Size ($)	Growth Rate	Our Share Target	Rationale
Homeowners	$78M	4.2%	1.2% Year 1	65% of SAM; focus on 78703/78704 ZIPs
Real Estate Investors	$24M	7.1%	1.5% Year 1	20% of SAM; contractor partnerships
Commercial	$18M	5.8%	1.0% Year 1	15% of SAM; Airbnb host focus
Total SAM	$120M	4.9%	1.2% Year 1	Conservative new entrant share

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodo
Residential Retail	$210M	$84M	$840k	65% TAM x 80% service radius x 1% capture
Residential Install	$56M	$28M	$280k	20% TAM x 70% DIY avoidanc x 2% capture

Commercial	$14M	$8M	$80k	15% TAM x 50% service capacity x 1% capture
Total	$280M	$120M	$1.2M	

4. Competitive Analysis

Direct competitors: Floor & Decor ($5.1B revenue, 1.8% Austin market share) with $6.99/sq. ft. LVP but 35% installation subcontractor churn. Lumber Liquidators (defunct retail, $0.4B online) with 2.1-star Austin rating. Local independents (e.g., Austin Hardwood) average $1.2M revenue with no digital booking.

Competitive advantages: 1) 14-day project completion (vs. Floor & Decor 21-day avg.) via in-house installers, reducing customer abandonment by 22%, 2) 10-year labor warranty (vs. industry 5-year), increasing referral rate to 38% (industry 24%), 3) Digital project tracking (Buildertrend), cutting quote-to-close time to 4.2 days (industry 6.8).

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
Floor & Decor	$5.1B	$6.99/sq. ft. LVP	Product selection	35% installer churn	In-house certified installers
Lumber Liquidators	$0.4B	$5.49/sq. ft. LVP	Online reach	2.1-star avg. rating	94% quality satisfaction
Austin Hardwood	$1.2M	$9.25/sq. ft.	Local reputation	No digital presence	SEO-optimized booking
Home Depot	$157.4B	$7.59/sq. ft.	Brand recognition	3rd-party installers	Full vertical integration
Wayfair	$10.2B	$4.99/sq. ft.	Price	0% installation support	Design-to-install warranty

Strengths	Weaknesses	Opportunities	Threats
In-house installers (3 FTEs)	Limited brand awareness	Austin housing permits +12k/yr	Economic downturn (2024 recession risk)
Direct supplier contracts	High startup inventory cost	LVP market 9.3% CAGR	Floor & Decor expansion
10-year labor warranty	Dependent on SBA loan	68% renovation rate post-purchase	Installer wage inflation (+5.2% YoY)
Digital project tracking	No commercial portfolio	Sustainable materials demand +14% YoY	Supply chain disruption (30-day lead times)

5. Products & Services

We sell 5 flooring categories with bundled installation: Engineered hardwood ($5.99-$12.99/sq. ft.), LVP ($3.49-$7.99), tile ($2.99-$9.99), carpet ($2.49-$6.99), epoxy ($3.99-$8.99). Installation: Hardwood ($3.50-$5.00), LVP ($2.50-$3.75), tile ($5.00-$9.00). All projects include free old flooring removal, 10-year labor warranty, and digital tracking via Buildertrend.

Pricing: Tiered "Good, Better, Best" (e.g., LVP: Good $3.49, Better $5.29, Best $7.99). Bundles include 10% installation discount (e.g., $8.50/sq. ft. hardwood bundle vs. $9.44 unbundled). Premium design package: $299 (3D renderings, samples). Price-matched to local competitors within 24 hours.

Tier	Price	Features	Target Customer	% Revenue	Gross Margin
Good	$5.49/sq. ft.	Basic LVP, 10-yr wear	Investors, budget homeowners	35%	48%
Better	$8.50/sq. ft.	Premium hardwood, 25-yr wear	Mainstream homeowners	55%	54%
Best	$14.99/sq. ft.	Custom bamboo, 30-yr wear	High-end homeowners	10%	58%

Metric	Value	Calculation/Notes
Price per unit	$8.50/sq. ft.	Avg. bundle (60% Better tier)
COGS per unit	$4.08/sq. ft.	Materials $3.20 + Labor $0.88
Gross Profit	$4.42/sq. ft.	$8.50 - $4.08
Gross Margin %	52.0%	$4.42 / $8.50
CAC	$32.50	$65,000 marketing / 2,000 customers
LTV	$382.50	($850 avg. project x 1.5 repeat rate) x 30% margin

LTV:CAC	11.8x	$382.50 / $32.50
Payback Period	1.7 months	CAC / (Gross Profit x Repeat Rate)

6. Marketing & Sales

Go-to-market: Digital (60% budget) targeting "hardwood flooring Austin" (1,900 searches/mo, $2.80 CPC). Google Ads: $20,000/year (7,143 clicks at $2.80 CPC). SEO: 50 keywords targeting "LVP installers near me" (1,200 searches/mo). Referral program: $200 per converted lead from contractors (25% budget).

Sales cycle: 4.2 days avg. (vs. industry 6.8). Stages: Awareness (Google Ads) -> Engagement (45% consultation booking rate) -> Quote (48hr turnaround) -> Close (45% close rate) -> Install (7-14 days). 60% of leads from digital, 25% referrals, 15% local.

Retention: Heritage Rewards (5% credits), free annual cleaning ($75 value), referral bonus ($200). Target churn: 2.1% monthly (vs. industry 3.5%). Expansion revenue: 32% of customers add services (e.g., refinishing).

Channel	Monthly Budget	Expected CAC	Leads/Month	Conversion Rate	Customers/Month	ROI
Google Ads	$1,667	$37.00	45	22%	10	1,050%
SEO/Content	**$2,083**	**$0**	**35**	**25%**	**9**	**N/A**
Social Media	$1,250	$45.00	**28**	20%	**6**	**820%**
Referrals	$1,354	$0	**40**	25%	**10**	**N/A**
Direct Mail	$1,250	$62.50	20	15%	3	320%
Total	$7,604	$32.50	168	24.4%	38	785%

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Leads	Customers
1	1,000	800	1,500	1,000	500	4,800	85	17
2	1,200	900	1,800	800	400	5,100	98	20
3	1,400	1,000	2,000	700	300	5,400	110	22
4	1,500	1,100	2,200	600	200	5,600	120	24
5	1,600	1,200	2,300	500	100	5,700	128	26
6	1,667	1,250	2,083	500	100	5,600	135	27
7	1,667	1,250	2,083	500	100	5,600	140	28
8	1,667	1,250	2,083	500	100	5,600	145	29
9	1,667	1,250	2,083	500	100	5,600	150	30
10	1,667	1,250	2,083	500	100	5,600	155	31
11	1,667	1,250	2,083	500	100	5,600	160	32
12	1,667	1,250	2,083	500	100	5,600	165	33
Year 1	18,000	13,500	25,000	6,000	2,500	65,000	1,601	320

7. Operations

Daily workflow: Customer inquiry (15 min response SLA) -> Consultation booking (72% show rate) -> Site measurement (if needed, $0 fee) -> Proposal (48hr turnaround) -> 50% deposit -> Installation (7-14 day scheduling). Capacity: 3 installers handle 12 jobs/week (1,000 sq. ft. avg.). Showroom open Mon-Fri 9a-6p, Sat 10a-5p. 8 FTEs: 2 sales ($25/hr), 2 designers ($30/hr), 3 installers ($32/hr), 1 warehouse ($22/hr).

Technology: Buildertrend ($99/mo) for project tracking, Salesforce ($125/mo) CRM, QuickBooks Online ($150/mo). Website: $8,000 custom WordPress/WooCommerce build. Inventory: JIT for fast-movers, safety stock for top 20 SKUs (10% of $180k inventory).

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
Armstrong Flooring	Hardwood/LVP	$15,000	Net 30, 2% discount	Shaw Industries
Mohawk	Tile/Carpet	$8,000	Net 15	Interface
Austin Hardwood Works	Custom solid wood	$3,000	Per order	Texas Timber
Eco-Friendly Coatings	Low-VOC sealants	$1,200	Annual	Bona USA

Tool	Purpose	Monthly Cost	Users	Alternatives
Buildertrend	Project management	$99	5	CoConstruct
Salesforce Sales Cloud	CRM	$125	3	HubSpot
QuickBooks Online Adv.	Accounting	$150	2	Xero
WordPress/WooCommerce	E-commerce	$150	2	Shopify
Mailchimp	Email marketing	$42	1	Klaviyo

8. Management Team

Organizational structure: Flat hierarchy with CEO/COO oversight. Compensation: Installers $32/hr ($66,560/yr), sales $25/hr + 1% commission ($54,080 base + $2,000 avg. bonus). No executives take salary until Month 6 (owner draw only).

Advisory board: Robert Vance (ex-Floor & Decor VP, 0.5% equity), Lisa Torres (Austin Realtor Assoc. president, referral fees only).

Month	Role	Salary	Priority	Source	Onboarding Time
1	Lead Installer	$32/hr	Critical	Trade schools	2 weeks
1	Warehouse Lead	$22/hr	Critical	Craigslist	1 week
3	Sales Consultant	$25/hr + 1%	High	Indeed	3 weeks
4	Designer	$30/hr	High	NCIDQ network	4 weeks
6	Installer	$30/hr	Medium	Referrals	2 weeks
9	Sales Consultant	$25/hr + 1%	Medium	Indeed	3 weeks

9. Financial Plan

Key assumptions: Month 1 revenue $40,000, growing 5% monthly to $71,400 by Month 12. Avg. project $850 (1,000 sq. ft. x $8.50). Jobs/month: 47 (Month 1) to 84 (Month 12). COGS 48% materials + 4% labor = 52% total. Monthly churn 2.1%. CAC $32.50. Fixed costs $19,583/month.

Revenue growth drivers: 1) Google Ads scaling to 100 leads/mo by Month 6, 2) Contractor referral program adding 10 jobs/mo by Month 4, 3) Repeat customers (32% of Year 1 revenue from existing clients).

Cost structure: 62% fixed costs (rent, salaries, software), 38% variable (COGS, marketing, commissions). Fixed costs scale 3% annually for rent. Variable costs scale with revenue: COGS 52%, marketing 9% of revenue.

Funding: $450,000 provides 11 months runway. Milestones: Month 10 break-even, Month 8 100 reviews, Month 12 $720k revenue. Working capital reserve: $35,000 (3 months OpEx).

Category	Ite	Cost	Notes
Legal/Formation	LLC filing, operating agreement	2,500	TX state fees included
Licenses/Permits	TDLR license, city permits	1,800	Contract license $1,200
Equipment	Forklift, tile saw, demo tools	35,000	Finance 50% down
Technology Setup	Website development	8,000	WordPre
Technology Setup	CRM/POS software setup	2,000	Salesforc
Initial Inventory	Top 20 SKUs safety stock	144,000	120 days supply

Initial Inventory	Specialty item deposits	30,000	Non-refu
Marketing Launch	Google Ads prepay	10,000	3 months budget
Marketing Launch	Direct mail campaign	15,000	5,000 mailers @ $3
Marketing Launch	Vehicle wraps	5,000	2 trucks
Working Capital	3 months OpEx reserve	35,000	$11,667 x 3
Insurance	Annual GL, workers' comp	12,000	$1,000/m
Professional Fees	Accounting setup	3,000	QuickBo configura
Facility Setup	Showroom build-out	120,000	Lighting, flooring, demo
Contingency	10% buffer	45,000	Unplann costs
Total		450,000	

Category	T	Monthly Cost	Annual Cost	Notes

Rent	Fixed	6,200	74,400	+$186 escalator Year 2
Salaries	Fixed	11,667	140,000	8 FTEs avg. $24.31/hr
Benefits	Fixed	2,333	28,000	20% of payroll
Insurance	Fixed	1,000	12,000	GL, workers' comp
Software	Fixed	566	6,800	Salesforc Buildertre etc.
Utilities	Fixed	600	7,200	Electric, water, internet
Loan Payment	Fixed	2,271	27,250	SBA 7(a) @ 6.5%
Marketing	Variable	5,417	65,000	9% of Year 1 revenue
Commissions	Variable	706	8,470	1% of sales
COGS Labor	Variable	2,980	35,760	4% of revenue
Inventory Costs	Variable	21,333	256,000	48% of revenue
Total Fixed		24,377	292,516	
Total Variable		29,436	353,230	

Combined		53,813	645,746	

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Year 1
Revenue	40,000	42,000	44,100	46,305	48,620	51,051	53,604	56,284	59,098	62,053	65,156	68,414	637,685
COGS	20,800	21,840	22,932	24,079	25,282	26,547	27,874	29,268	30,731	32,268	33,881	35,575	331,595
Gross Profit	19,200	20,160	21,168	22,226	23,338	24,504	25,730	27,016	28,367	29,785	31,275	32,839	306,090
Marketing	4,800	5,100	5,400	5,600	5,700	5,600	5,600	5,600	5,600	5,600	5,600	5,600	65,000
Salaries	11,667	11,667	11,667	11,667	11,667	11,667	11,667	11,667	11,667	11,667	11,667	11,667	140,000
Rent	6,200	6,200	6,200	6,200	6,200	6,200	6,200	6,200	6,200	6,200	6,200	6,200	74,400
Software	566	566	566	566	566	566	566	566	566	566	566	566	6,800
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
Loan Payment	2,271	2,271	2,271	2,271	2,271	2,271	2,271	2,271	2,271	2,271	2,271	2,271	27,250
Other OpEx	3,080	3,150	3,220	3,290	3,360	3,430	3,500	3,570	3,640	3,710	3,780	3,850	40,250
Total OpEx	29,584	29,954	30,324	30,604	30,864	30,734	30,804	30,864	30,934	31,004	31,084	31,154	365,700
EBITDA	-10,384	-9,794	-9,156	-8,378	-7,526	-6,230	-5,074	-3,848	-2,567	-1,219	191	1,685	-59,610
Depreciation	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000
EBIT	-12,384	-11,794	-11,156	-10,378	-9,526	-8,230	-7,074	-5,848	-4,567	-3,219	-1,809	-315	-83,610
Interest	1,083	1,079	1,075	1,071	1,067	1,063	1,059	1,055	1,051	1,047	1,043	1,039	12,650
Taxes	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Income	-13,467	-12,873	-12,231	-11,449	-10,593	-9,293	-8,133	-6,903	-5,618	-4,266	-2,852	-1,354	-96,260

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]
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		[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		0	0	0	0	0	0	0	0	0	0	0	0
Debt Service		[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Taxes		0	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		[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	637,685	350,000	375,000	400,000	425,000	475,000	500,000	525,000	550,000	2,050,000
COGS	331,595	178,500	191,250	204,000	216,750	242,250	255,000	267,750	280,500	1,045,500
Gross Profit	306,090	171,500	183,750	196,000	208,250	232,750	245,000	257,250	269,500	1,004,500
OpEx	365,700	185,000	187,000	189,000	191,000	200,000	202,000	204,000	206,000	812,000
EBITDA	-59,610	-13,500	-3,250	7,000	17,250	32,750	43,000	53,250	63,500	192,500
Net Income	-96,260	-18,500	-8,250	2,000	12,250	27,750	38,000	48,250	58,500	154,500
Ending Cash	286,965	245,000	215,000	200,000	220,000	270,000	320,000	380,000	450,000	450,000

Metric	Value	Calculation
Monthly Fixed Costs	19,583	Rent $6,200 + Salaries $11,667 + Benefits $2,333 + Insurance $1,000 + Software $566 + Utilities $600 + Loan $2,271 - Variable OpEx
Variable Cost per Unit	4.42	COGS $4.08 + Variable OpEx $0.34
Price per Unit	8.50	Avg. project $850 / 100 sq. ft.
Contribution Margin	4.08	$8.50 - $4.42

Contribution Margin %	48.0%	$4.08 / $8.50
Break-Even Units	4,800	$19,583 / $4.08
Break-Even Revenue	40,800	4,800 units x $8.50
Expected Break-Even	Month 10	Revenue $40,800 at Month 10
Safety Margin	15.2%	($68,414 - $40,800) / $68,414

Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	52.0%	51.5%	51.0%	48.0%
Operating Margin %	-15.1%	-1.8%	7.5%	3.2%
Net Profit Margin %	-15.1%	-1.5%	7.5%	2.1%
Current Ratio	1.2	1.8	2.5	1.5
Quick Ratio	0.8	1.3	1.9	1.0
CAC Payback	1.7 mo	1.5 mo	1.3 mo	5.0 mo
LTV:CAC	11.8x	13.2x	14.5x	3.0x
Monthly Burn Rate	8,022	0	0	N/A
Runway	11 mo	N/A	N/A	N/A

10. Risk Analysis

Top risks: 1) Installer shortage (Probability 4/5, Impact 5/5) - Austin installer wages up 5.2% YoY causing 22% turnover at competitors. 2) Material delays (Probability 3/5, Impact 4/5) - 30-day lead times from Armstrong during supply chain events. 3) Economic downturn (Probability 3/5, Impact 4/5) - 0.8 correlation between flooring spend and home prices (IBISWorld).

Mitigation: 1) Installer wage floor $32/hr (12% above market) + $1,500 retention bonus at 12 months, reducing turnover to 15%. 2) Safety stock for top 10 SKUs (10% of inventory) + dual-sourcing for LVP. 3) Target commercial clients (less cyclical) to 25% of revenue by Year 2.

Risk	Probability	Impact	Risk Score	Mitigation Strategy	Contingency Plan	Owner
Installer shortage	4	5	20	$32/hr wage + retention bonus	Partner with trade schools	Chen
Material delays	3	4	12	Safety stock for top 10 SKUs	Pre-qualify backup suppliers	Chen
Economic downturn	3	4	12	Commercial client focus	Introduce financing options	Ramirez
Low brand awareness	5	3	15	Google Ads + referral program	Double marketing budget	Ramirez
Price competition	4	3	12	Emphasize 10-year warranty	Bundle services only	Ramirez
SBA loan denial	2	5	10	Pre-approval secured	Use owner equity as collateral	Ramirez
Quality complaints	3	4	12	Pre-install checklists	Dedicated response team	Lopez
Google algorithm change	2	3	6	Diversify to direct mail	Shift budget to referrals	Ramirez

11. Implementation Timeline

Year 1 priorities: Achieve 45% sales close rate by Month 3, hit 10 jobs/week capacity by Month 6, maintain CAC under $35. Critical path: Supplier contracts (Month 2), installer hiring (Month 1), Google Ads launch (Month 1). Dependencies: SBA loan approval (Month 1) required for inventory purchase.

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	Store opening	Inventory delivery, staff training	$180k inventory, 3 FTEs	15 jobs completed	Ramirez
2	Supplier contracts live	Armstrong/Mohawk integration	API access, PO system	95% on-time delivery	Chen
3	Sales process refinement	CRM workflow optimization	Salesforce admin	45% close rate	Ramirez
4	Referral program launch	Contractor agreements	Legal review	10 referral jobs	Ramirez
5	Google Ads scaling	Campaign optimization	$2k budget increase	100 leads/month	Ramirez
6	Installer capacity	2nd installer hire	$30/hr wage	10 jobs/week	Chen
7	Inventory optimization	Top 20 SKUs analysis	QuickBooks report	4.0x turnover	Chen
8	100 Google reviews	Review generation system	Post-install email	4.5/5 avg. rating	Ramirez
9	Commercial client pilot	Salon/Airbnb contracts	Designer time	5 commercial jobs	Whitaker
10	Break-even achieved	Financial review	CFO consultant	$40,800 revenue	Ramirez
11	Year 2 planning	Budget forecast	Financial model	$1.2M revenue target	Chen
12	Customer loyalty launch	Rewards program	Mailchimp setup	30% repeat rate	Ramirez

12. Appendix

Available documentation: Armstrong Flooring supplier agreement (2024), Austin MSA market analysis (IBISWorld 2023), SBA 7(a) pre-approval letter. All financial assumptions documented in supporting spreadsheets with source citations. Key references: IBISWorld Flooring Report (2023), BLS Wage Data (2023), NAHB Homeowner Survey (2022).