Sample Business Plan to Help You Start a Indian restaurant Venture

SpiceRoute Indian Kitchen LLC (TX LLC formed March 15, 2024). Founder Priya Mehta (12-year restaurant operator; grew Bombay Bistro Houston revenue 37% in 3 years). We serve authentic regional Indian cuisine to urban professionals at $26 dinner/$18 lunch average checks, targeting $875,000 Year 1 revenue. Austin, TX. July 2024.

SECTION 1: EXECUTIVE SUMMARY

Austin restaurants lose $1.2M annually due to inauthentic ethnic offerings (2023 Texas Restaurant Assoc. survey). SpiceRoute solves this with chef-driven regional Indian menus (Chettinad, Goan, Punjabi) in East Austin's high-traffic corridor (1800 E. 6th St; 12,500 daily foot traffic). Our $26 dinner check (15% above fast-casual competitors) leverages 80-seat capacity at 1.8x dinner turnover, generating $875,000 Year 1 revenue at 35% gross margin. Profitability achieves at Month 14 with $61,308 monthly revenue break-even.

We require $175,000 SBA 7(a) loan (7.5% interest, 10-year term) to fund 41% of $425,000 startup costs. Use of funds: $150,000 leasehold improvements (kitchen build-out), $45,000 furniture, $18,000 inventory, $20,000 pre-launch marketing. This capital enables 1,286 monthly covers by Month 6, $53,750 Year 1 net profit, and 10% net margins by Year 3. Investor ROI: 22% IRR by Year 5 via second-location expansion.

SECTION 2: COMPANY OVERVIEW

Texas LLC formed March 15, 2024 for liability protection and pass-through taxation (IRS Form 1065). Located in East Austin due to 28% restaurant spending growth (Texas Comptroller) and proximity to 12,000+ tech employees within 1-mile radius. 100% owned by SpiceRoute Holdings LLC (Priya Mehta, Managing Member). EIN 84-7329114; Texas Sales Tax Permit #123456789TX.

Priya Mehta (Founder): Grew Bombay Bistro Houston revenue from $620,000 to $850,000 in 3 years (37% CAGR) while reducing food waste by 22%. Rajiv Patel (Executive Chef): Developed Junoon NYC's Michelin-recognized tasting menu (2021), increasing table turns by 0.3x through optimized kitchen workflows.

Date	Milestone	Status	Next Steps
Mar 2024	LLC formation, EIN secured	Complete	N/A
Apr 2024	Lease signed (2,800 sq ft @ $5,600/month)	Complete	N/A
May 2024	SBA loan approval ($175,000)	Complete	N/A
Jun 2024	Build-out completion	In Progress	Pass final health inspection by Jun 28
Jul 1, 2024	Soft launch (invite-only)	Planned	Secure 500 pre-launch email sign-ups
Aug 1, 2024	Full public opening	Planned	Achieve 80 daily covers by Month 2
Oct 1, 2024	Launch catering program	Planned	Secure 3 corporate contracts ($1,500+ monthly)
Jan 2025	Implement SpicePass loyalty	Planned	Enroll 300 members by Month 3

SECTION 3: MARKET ANALYSIS

TAM: $5.1B (U.S. Indian restaurant industry, IBISWorld 2024). SAM: $120M (Texas Indian restaurant revenue; 2.35% of $5.1B national market). SOM: $1.8M (Austin metro; calculated as 1.5% market capture of $120M SAM by Year 3). Methodology: Austin has 17 Indian restaurants (Google Maps); average revenue $105,000/seat/year (Technomic); 80-seat capacity = $8.4M local market. We target 0.15% of $1.2B Austin total restaurant market (Texas Comptroller).

Primary segment: Urban professionals (35-54 years; 48% of target). Median household income $98,000; 62% dine out 3+ times/week (Austin Chamber of Commerce). Willing to pay $26 average check (vs. $18 at Curry House Austin). Secondary: Food enthusiasts (25-34 years; 32%); 78% use Instagram for restaurant discovery (Sprout Social 2023); 4.1 visits/month at $22 average spend.

Key trends: 1) Regional Indian cuisine demand growing at 12% annually (NRA 2024); 2) 57% of diners prioritize cultural authenticity (Technomic); 3) Cocktail pairings increase check size by 22% (Bar & Restaurant); 4) Meal kit competition growing at 9% but limited to 8% of Indian food consumption (Statista).

Segment	Size ($)	Growth Rate	Our Share Target	Rationale
Urban Professionals	$864,000	8.2%	48%	Proximity to tech offices; $26 check aligns with 3.5% discretionary income
Food Enthusiasts	$576,000	12.0%	32%	Instagram-driven; 68% try new restaurants monthly
Multicultural Families	$360,000	6.5%	20%	Family thali ($45) 22% cheaper per person than competitors
Corporate Catering	$240,000	15.0%	100%	Year 2 focus; $1,200/week target from 3 clients

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
National	$5,100,000,000	N/A	N/A	IBISWorld 2024 report
Texas	N/A	$120,000,000	N/A	2.35% of national market (TX population share)
Austin Metro	N/A	N/A	$1,800,000	1.5% of $120M SAM (17 restaurants; 80 seats @ $105k/seat)

SECTION 4: COMPETITIVE ANALYSIS

Austin has 17 Indian restaurants: 12 buffet/fast-casual (avg. check $14-$18), 4 upscale (avg. check $28-$32), 1 ghost kitchen. Top competitor Curry House Austin (2012) generates $720,000 revenue (80 seats @ $9k/seat) but has 32% negative Yelp reviews citing "inauthentic" dishes. Saffron Grill (downtown) averages $32 checks but loses 18% of reservations due to no-shows from unreliable booking system.

Our advantages: 1) Only Austin restaurant with rotating regional menus (e.g., Kerala Coast month increased covers 27% in test pop-up); 2) Dedicated cocktail program adds $4.20/cover (16% revenue lift vs. competitors); 3) Resy integration reduces no-shows to 8% (vs. industry 15-20%); 4) Chef-led events drive 35% repeat rate (vs. market 22%).

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
Curry House Austin	$720,000	$18 avg	Brand recognition	32% negative reviews; limited regions	Authentic regional menus; 4.7/5 Yelp target
Chai Hut	$540,000	$14 avg	Speed (5-min wait)	No bar; lunch-only	Full bar; dinner service; 22% higher check
Saffron Grill	$960,000	$32 avg	Luxury ambiance	18% reservation no-shows	Resy integration; 8% no-show rate
Thai Kun	$1,200,000	$24 avg	Strong social media	No Indian menu depth	Chef Patel's Michelin background
DoorDash Ghost Kitchens	$300,000	$16 avg	Delivery convenience	27% order errors	In-house delivery; 98% accuracy target

Strengths	Weaknesses	Opportunities	Threats
1. Chef with Michelin experience (Junoon NYC)	1. High startup costs ($425k)	1. 28% YoY ethnic dining growth in Austin	1. New competitors (3 planned in 2024)
2. Resy/Toast integrated booking	2. Dependence on Indian spice imports	2. Corporate catering demand (12% of TAM)	2. Spice cost volatility (12% inflation)
3. East Austin location (12,500/day foot traffic)	3. Unproven regional menu concept	3. Meal kit expansion (Year 2)	3. Labor shortages (15% turnover industry avg)

4. $28 CAC vs $420 LTV (15:1 ratio)	4. Limited parking (street only)	4. Brewery collabs (Jester King partnership)	4. Health code violations (35% of new restaurants)

SECTION 5: PRODUCTS & SERVICES

We serve lunch (11:30 AM-2:30 PM), dinner (5 PM-10 PM), and brunch (10 AM-3 PM weekends) in 80-seat space (60 indoor, 20 patio). Core menu: 12 appetizers ($9-$14), 15 mains ($16-$28), 8 breads/sides ($4-$8), 5 desserts ($8-$10), and 12 cocktails ($12-$14). Key differentiator: Monthly regional menu (e.g., "Kerala Coast" featuring fish curry with clams) and chef's table events ($65/person tasting menu).

Pricing set at 15% premium to fast-casual competitors (Chai Hut $14 avg) but 18% below fine-dining (Saffron Grill $32 avg). Dinner check $26 (vs. Curry House $18) justified by house-ground spices (30% cost premium) and craft cocktails ($8 gross profit/unit). Lunch thali ($18) priced 12% below competitors for family appeal. Happy hour (3-6 PM) drives off-peak traffic with $9 appetizers (45% gross margin).

Tier	Price	Features	Target Customer	Expected % Revenue	Gross Margin
Dinner	$26 avg	Full service; regional mains; cocktails	Urban professionals	65%	34%
Lunch	$18 avg	Thali platters; express service	Office workers	25%	38%
Brunch	$22 avg	Chai bar; Indian pancakes	Families	7%	36%
Catering	$45/person	Custom menus; staff provided	Corporates	3%	42%

Metric	Value	Calculation/Notes
Price per unit	$26	Dinner check average
COGS per unit	$17.00	$26 x 35% COGS = $9.10 food + $7.90 labor/beverage
Gross Profit per unit	$9.00	$26 - $17.00
Gross Margin %	34.6%	$9.00 / $26
CAC	$28	$36,000 annual marketing / 1,286 customers

LTV	$390	15 visits x $26 avg check
LTV:CAC ratio	13.9:1	$390 / $28
Payback Period	3.1 months	$28 CAC / ($9.00 GP x 1.2 visits/month)

SECTION 6: MARKETING & SALES

Go-to-market: Pre-launch influencer campaign (50 food bloggers; $500/blog) targeting 5,000 email sign-ups. Digital: Google Ads ($3,000/month; CPC $2.40, CTR 3.2%, 4.1% conversion = 153 leads/month at $58.60 CAC). Social: Instagram/TikTok ($2,500/month; $0.18 CPC, 5.2% conversion = 240 leads/month at $10.40 CAC). Partnerships: Corporate catering contracts ($1,200/week target from 3 clients).

Sales cycle: Awareness (Google Ads/social) -> Consideration (OpenTable reviews; 4.7/5 target) -> Conversion (Resy booking; 28% conversion rate) -> Retention (SpicePass loyalty). Average cycle: 14 days from first ad impression to visit. Conversion funnel: 1,000 ad impressions -> 32 clicks -> 1.32 reservations -> 1.06 covers (20% no-show rate).

Retention: SpicePass loyalty (1 point/$1; 100 points=$10 off) targets 35% repeat rate. Monthly "Spice Club" dinners ($65/person) drive $2,600 revenue/event. Email drip campaign (4 emails/month) achieves 22% open rate. Target churn: 4.8% monthly (vs. industry 7.2%). Expansion revenue: Catering adds $1,200/week by Year 2.

Channel	Monthly Budget	Expected CAC	Expected Leads/Month	Conversion Rate	Expected Customers/Month	ROI
Google Ads	$3,000	$58.60	153	4.1%	6.3	15.4x
Instagram/TikTok	$2,500	$10.40	240	5.2%	12.5	37.5x
Email Marketing	$500	$3.20	156	8.3%	13.0	121.9x
Corporate Partnerships	$0	$0	12	100%	12.0	N/A
Events (Festivals)	$1,000	$22.70	44	11.4%	5.0	17.2x

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Expected Leads	Expected Customers
1	$0	$0	$0	$0	$20,000	$20,000	0	0
2	$1,500	$1,250	$250	$500	$500	$4,000	275	14
3	$3,000	$2,500	$500	$1,000	$1,000	$8,000	550	28
4	$3,000	$2,500	$500	$1,000	$0	$7,000	550	28
5	$3,000	$2,500	$500	$1,000	$0	$7,000	550	28
6	$3,000	$2,500	$500	$1,000	$0	$7,000	550	28
7-12	$3,000	$2,500	$500	$1,000	$0	$7,000	550	28
Year 1 Total	$31,500	**$26,250**	**$5,250**	**$10,500**	**$22,500**	**$96,000**	**6,600**	**336**

SECTION 7: OPERATIONS

Daily operations: 12 FTE staff (2 managers, 4 servers, 2 hosts, 1 bartender, 1 barback, 4 kitchen). Lunch service: 45 covers at 1.2x turnover; dinner: 65 covers at 1.8x turnover. Kitchen capacity: 120 covers/hour (tandoor oven max 40 naan/hour; grill max 30 mains/hour). Inventory managed via MarketMan with daily par levels: spices (7-day supply), produce (3-day), proteins (2-day). Waste target: 2.5% of food cost (vs. industry 4-6%).

Key vendors: SpiceLink Global (spices; $1,000/month; 12-month contract; backup: Everest Spices). Boggy Creek Farm (produce; $1,500/month; weekly deliveries; backup: Springdale Farm). US Foods (proteins; $3,750/month; next-day delivery; backup: Sysco). RNDC (beverages; $1,833/month; 30-day terms).

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
SpiceLink Global	Spice imports	$1,000	12 months; 30-day termination	Everest Spices (NJ)
Boggy Creek Farm	Produce	$1,500	Month-to-month	Springdale Farm
US Foods	Meat/seafood	$3,750	Net 30	Sysco
RNDC	Alcohol	$1,833	Net 30	Bruno's
Eco-Products	Takeout containers	$500	Net 15	Green Paper Products

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
Toast	POS/reservations	$100	12	Square (rejected: no Resy integration)
MarketMan	Inventory	**$150**	**3**	**Restaurant365 (rejected: $300/month)**
QuickBooks Online	Accounting	$67	2	Xero (rejected: no US Foods sync)
Resy	Bookings	$125	2	OpenTable (rejected: 2.8% fee vs 1.5%)
Cisco Meraki	Wi-Fi/security	$200	1	Ubiquiti (rejected: no ADT integration)

SECTION 8: MANAGEMENT TEAM

Organizational structure: Flat hierarchy with 3 direct reports to CEO (Operations, Culinary, Guest Experience). Compensation: Base salaries at 90% of market rate (e.g., GM $65k vs $72k Austin avg) with 10% bonus tied to EBITDA targets. No equity grants in first 3 years; reinvest profits into growth.

Advisory board: Michael Chen (ex-VP Operations, P.F. Chang's; 0.5% equity upon Series A), Dr. Aisha Khan (UT Austin Food Studies; $1,500/month retainer). Board meets quarterly to review menu engineering and labor efficiency.

Month	Role	Salary	Priority	Source	Onboarding Time
1	Executive Chef	$62,000	Critical	Internal (Rajiv Patel)	N/A
1	General Manager	$65,000	Critical	Internal (Priya Mehta)	N/A
2	Line Cook	$38,000	High	Craigslist	2 weeks
2	Server	$28,000 + tips	High	Indeed	1 week
3	Bartender	$32,000 + tips	Medium	Restaurant hiring event	10 days
6	Marketing Manager	$55,000	Low	LinkedIn	3 weeks

SECTION 9: FINANCIAL PLAN

Key assumptions: 1) Covers: 110/day Year 1 (1.2x lunch, 1.8x dinner), growing to 175/day by Year 3 at 3% monthly increase. 2) Average check: $22.50 Year 1 ($18 lunch, $26 dinner), 3% annual price increase. 3) COGS: 35% (food 28%, labor 7%). 4) Monthly churn: 4.8% (35% repeat rate). 5) CAC: $28 (validated by $36,000 marketing spend / 1,286 customers).

Revenue model: 65% dinner, 25% lunch, 7% brunch, 3% catering. Growth drivers: 1) Seat turnover increase from 1.5x to 1.8x by Year 2; 2) Catering adding $1,200/week by Month 10; 3) 22% check size lift from cocktail program. Revenue scales linearly with cover growth (10% cover increase = $87,500 revenue increase).

Cost structure: Fixed costs 62% of OpEx ($26,750/month Year 1: rent $5,600, payroll $18,670, loan $2,080). Variable costs 38% ($16,250/month: COGS $30,625, marketing $3,000). Payroll scales at 0.5 staff per 15 daily covers. Rent escalates 3% annually. Break-even at 2,358 covers/month ($61,308 revenue).

Funding: $425,000 total startup. $250,000 owner equity (59%), $175,000 SBA loan (41%). Loan funds leasehold improvements ($150,000) and inventory ($18,000). Equity covers working capital ($134,000) and pre-launch marketing ($20,000). Runway: 6.8 months post-launch.

Category	Ite	Cost	Notes
Leasehold Improvements	Kitchen build-out	$95,000	Tandoor oven ($18,000 exhaust hood ($22,000
Leasehold Improvements	Bar installation	$35,000	Custom cabinetry plumbing
Leasehold Improvements	Dining room build-out	$20,000	ADA complian acoustics
Furniture & Fixtures	Dining tables/chairs	$28,000	80-seat capacity
Furniture & Fixtures	Bar stools	$5,000	12 seats
Furniture & Fixtures	Decor	$12,000	Art, lighting

Technology	POS system	$8,500	Toast hardware
Technology	Resy integration	$3,500	One-time fee
Initial Inventory	Spices, produce	$12,000	7-day supply
Initial Inventory	Alcohol	$6,000	200 bottles, 50 cases beer
Licenses	Alcohol license	$4,500	TABC Type B
Licenses	Health permit	$1,200	Austin Health Dept
Marketing	Pre-launch campaign	$20,000	Influence website, Groupon
Professional Fees	Legal	$8,000	LLC formation contracts
Professional Fees	Accounting	$4,500	SBA loan prep
Contingency (15%)	Unplanned costs	$63,750	15% of hard costs
Working Capital	6 months OpEx	$134,000	$22,333/ x 6

TOTAL		**$425,000**	

Category	Ty	Monthly Cost	Annual Cost	Notes
Rent	Fixed	$5,600	$67,200	2,800 sq ft @ $24/sq ft/year
Payroll	Fixed	$18,670	$224,040	12 FTE; avg $38.90/hr including benefits
Loan Payment	Fixed	$2,080	$24,960	SBA 7(a) @ 7.5%, 10-year
Insurance	Fixed	$1,000	$12,000	General liability, workers' comp
Utilities	Fixed	$1,500	$18,000	Gas, electric, water
Software	Fixed	$642	$7,704	Toast, MarketMa QuickBoo
Marketing	Variable	$3,000	$36,000	Google Ads, social media
COGS	Variable	$25,520	$306,250	35% of $729,167 avg monthly revenue
Repairs/Maintenance	Variable	$833	$10,000	Kitchen equipmen servicing

Supplies	Variable	$1,000	$12,000	Uniforms, cleaning
Professional Services	Variable	$500	$6,000	Accounti HR
Other	Variable	$917	$11,000	Bank fees, licenses
Fixed Total		**$29,492**	**$353,904**	
Variable Total		**$31,870**	**$382,250**	
COMBINED		**$61,362**	**$736,154**	

Line Item	**M1**	**M2**	**M3**	**M4**	**M5**	**M6**	**M7**	**M8**	**M9**	**M10**	**M11**	**M12**	**Year 1**
Revenue	$0	$35,000	$52,500	$65,625	$72,188	$75,800	$79,590	$83,570	$87,750	$92,140	$96,750	$101,590	$875,000
COGS	$0	$12,250	$18,375	$22,969	$25,266	$26,530	$27,857	$29,250	$30,713	$32,249	$33,863	$35,557	$306,250
Gross Profit	$0	$22,750	$34,125	$42,656	$46,922	$49,270	$51,733	$54,320	$57,037	$59,891	$62,887	$66,033	$568,750
Marketing	$20,000	$4,000	$8,000	$7,000	$7,000	$7,000	$7,000	$7,000	$7,000	$7,000	$7,000	$7,000	$96,000
Salaries	$0	$14,000	$18,670	$18,670	$18,670	$18,670	$18,670	$18,670	$18,670	$18,670	$18,670	$18,670	$224,040
Rent	$0	$5,600	$5,600	$5,600	$5,600	$5,600	$5,600	$5,600	$5,600	$5,600	$5,600	$5,600	$67,200
Software	$0	$100	$642	$642	$642	$642	$642	$642	$642	$642	$642	$642	$7,704
Insurance	$0	$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	$0	$3,000	$7,758	$8,444	$8,978	$9,327	$9,693	$10,078	$10,481	$10,905	$11,341	$11,795	$119,106
Total OpEx	$20,000	$27,800	$41,712	$41,356	$41,932	$42,271	$42,647	$42,992	$43,355	$43,859	$44,295	$44,749	$515,000
EBITDA	-$20,000	-$5,050	-$7,587	$1,300	$4,990	$6,999	$9,086	$11,328	$13,682	$16,032	$18,592	$21,284	$53,750
Depreciation	$0	$2,083	$2,083	$2,083	$2,083	$2,083	$2,083	$2,083	$2,083	$2,083	$2,083	$2,083	$25,000
EBIT	-$20,000	-$7,133	-$9,670	-$783	$2,907	$4,916	$7,003	$9,245	$11,599	$13,949	$16,509	$19,201	$28,750
Interest	$0	$1,094	$1,083	$1,072	$1,060	$1,049	$1,037	$1,025	$1,013	$1,001	$989	$977	$12,480
Taxes (25%)	$0	$0	$0	$0	$462	$967	$1,491	$2,055	$2,646	$3,235	$3,880	$4,556	$16,270
Net Income	-$20,000	-$8,227	-$10,753	-$1,855	$1,445	$2,899	$4,475	$6,165	$7,940	$9,711	$11,640	$13,668	$53,750

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Beginning Cash	$250,000	$116,000	$97,773	$76,267	$74,412	$75,857	$78,756	$83,231	$89,396	$97,336	$107,047	$118,687
Cash In	$0	$35,000	$52,500	$65,625	$72,188	$75,800	$79,590	$83,570	$87,750	$92,140	$96,750	$101,590
Funding	$175,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Cash In	$175,000	$35,000	$52,500	$65,625	$72,188	$75,800	$79,590	$83,570	$87,750	$92,140	$96,750	$101,590
Cash Out	$334,000	$43,227	$60,773	$44,880	$70,743	$72,901	$75,321	$77,402	$79,610	$82,429	$85,110	$87,922
Total Cash Out	$334,000	$43,227	$60,773	$44,880	$70,743	$72,901	$75,321	$77,402	$79,610	$82,429	$85,110	$87,922
Net Cash Flow	-$159,000	-$8,227	-$8,273	$20,745	$1,445	$2,899	$4,269	$6,168	$8,140	$9,711	$11,640	$13,668
Ending Cash	$116,000	$97,773	$76,267	$74,412	$75,857	$78,756	$83,231	$89,396	$97,336	$107,047	$118,687	$132,355

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	$875,000	$280,000	$308,000	$336,000	$364,000	$406,000	$434,000	$462,000	$490,000	$1,400,000
COGS	$306,250	$98,000	$107,800	$117,600	$127,400	$142,100	$151,900	$161,700	$171,500	$490,000
Gross Profit	$568,750	$182,000	$200,200	$218,400	$236,600	$263,900	$282,100	$300,300	$318,500	$910,000
OpEx	$515,000	$155,000	$161,000	$167,000	$173,000	$185,000	$191,000	$197,000	$203,000	$770,000
EBITDA	$53,750	$27,000	$39,200	$51,400	$63,600	$78,900	$91,100	$103,300	$115,500	$140,000
Net Income	$53,750	$16,200	$23,520	$30,840	$38,160	$47,340	$54,660	$61,980	$69,300	$140,000
Ending Cash	$132,355	$181,955	$235,275	$292,115	$352,475	$427,415	$503,075	$580,055	$658,355	$658,355

Metric	Value	Calculation
Monthly Fixed Costs	$29,492	Rent $5,600 + Payroll $18,670 + Loan $2,080 + Insurance $1,000 + Utilities $1,500 + Software $642
Variable Cost per Cover	$8.00	COGS $17.00 - $9.00 gross profit

Price per Cover	$26.00	Dinner average check
Contribution Margin per Cover	$18.00	$26.00 - $8.00
Contribution Margin %	69.2%	$18.00 / $26.00
Break-Even Covers per Month	1,638	$29,492 / $18.00
Break-Even Revenue per Month	$42,588	1,638 covers x $26.00
Expected Break-Even Month	Month 14	Per cash flow projection (Month 13: $41,200 revenue; Month 14: $43,800)
Safety Margin	12.3%	($61,308 projected revenue - $42,588) / $61,308

Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	65.0%	65.0%	65.0%	60-68% (full-service)
Operating Margin %	6.1%	7.5%	10.0%	5-12% (Year 3)
Net Profit Margin %	6.1%	7.5%	10.0%	4-15% (established)
Current Ratio	1.2	1.5	1.8	1.0+ (healthy)
Quick Ratio	0.9	1.2	1.5	1.0+ (ideal)
CAC Payback	3.1 months	2.8 months	2.5 months	6-18 months
LTV:CAC Ratio	13.9:1	15.2:1	16.7:1	3:1+ (strong)
Monthly Burn Rate	$28,212	$0	$0	N/A
Runway (months)	6.8	N/A	N/A	6+ (safe)

SECTION 10: RISK ANALYSIS

Top risks: 1) Spice cost volatility (Probability 4/5; Impact 4/5). 2023 import delays increased cumin costs 18% (USDA). 2) Labor shortages (Probability 5/5; Impact 3/5). Austin restaurant turnover 15% (BLS), risking service quality. 3) New competitor entry (Probability 3/5; Impact 4/5). 3 Indian concepts planned for 2024 within 2 miles. 4) Health code violation (Probability 3/5; Impact 5/5). 35% of new Austin restaurants receive critical violations in first year (Health Dept data).

Mitigation: 1) Dual spice sourcing (SpiceLink Global + Everest Spices) and 3-month buffer stock ($3,000 inventory). 2) Wage premium (20% above minimum) and quarterly bonus pool (5% of labor savings). 3) Speed to market: Launch catering by Month 3 to lock corporate clients. 4) Monthly internal audits using FDA Food Code checklist; $5,000 compliance budget.

Risk	Probability	Impact	Risk Score	Mitigation Strategy	Contingency Plan	Owner
Spice cost volatility	4	4	16	Dual sourcing; 3-month buffer stock	Menu engineering: Substitute 2 regional dishes monthly	Chef Patel
High employee turnover	5	3	15	Wage premium + quarterly bonuses	Cross-train 100% of staff for 2+ roles	Mehta
New competitor entry	3	4	12	Lock corporate catering contracts by Month 3	Launch loyalty program (SpicePass) by Month 4	Chen
Health code violation	3	5	15	Monthly FDA checklist audits	Pre-negotiated closure insurance ($5k/day)	Lopez
Supply chain disruption	4	3	12	Local farm partnerships (60% produce)	Pre-qualified backup suppliers in Dallas	Patel
Alcohol license suspension	2	5	10	Certified TAM manager on staff	Shift focus to non-alcoholic pairings (30% of menu)	Mehta
Food cost inflation	5	3	15	Fixed-price contracts with US Foods	Quarterly menu engineering reviews	Patel
Negative online reviews	4	2	8	Real-time review monitoring (ReviewTrackers)	$50 recovery voucher for critical issues	Lopez

SECTION 11: IMPLEMENTATION TIMELINE

Critical path: 1) Pass health inspection by June 28 (Month 2) to open July 1; 2) Achieve 80 daily covers by Month 2 through pre-launch email list; 3) Secure 3 corporate catering contracts by Month 4 to offset slow lunch traffic. Dependencies: Resy integration requires Toast setup (Month 1); catering program requires RNDC alcohol license (Month 3).

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	Build-out completion	Inspection-ready space	$150k leasehold budget	Pass fire marshal by Jun 15	Mehta
1	Team hiring	12 FTE staff hired	$10k recruitment budget	All staff trained by Jun 25	Mehta
2	Soft launch	500 pre-launch sign-ups	$20k marketing budget	80% reservation rate for invite-only	Lopez
2	Health inspection	Critical violation score <5	$5k compliance budget	Pass inspection by Jun 28	Patel
3	Full public opening	Google Business top 3 ranking	$8k SEO budget	110 daily covers by Aug 1	Lopez
3	Alcohol license	TABC approval	$4.5k license fee	License secured by Jul 15	Mehta
4	SpicePass launch	300 members enrolled	$2k app integration	15% repeat rate by Month 5	Lopez
4	First catering contract	$1,200/week revenue	Chen's corporate network	Contract signed with Indeed/Tesla	Chen
6	Break-even EBITDA	Positive monthly cash flow	Menu engineering adjustments	$43,800 revenue by Month 6	Mehta
8	Cocktail program ROI	$4.20/cover lift	$15k bar inventory	22% check size increase	Patel
10	Year 1 net profit	$53,750 net income	Cost control systems	6.1% net margin achieved	Mehta

12	Year 2 planning	Location scout report	$5k market study budget	3 viable expansion sites identified	Chen

SECTION 12: APPENDIX

Supporting documents available: SBA loan commitment letter, lease agreement, supplier contracts, menu costing sheets, and Austin Health Department inspection checklist. All financial assumptions validated against Technomic 2023 Restaurant Benchmarking Report and Texas Comptroller sales tax data.