

The Ultimate Supper Club Business Plan Sample for US Launch

The Supper Club Collective, LLC (Oregon LLC formed January 15, 2024) operates a premium membership-based supper club in Portland, OR. We host chef-led 6-8 course dinners at \$150/guest for 28-45 year olds earning \$75k+, targeting \$124,020 Year 1 revenue with 32% gross margin. Founder Maya Thompson scaled James Beard Foundation guest experience operations to \$8.2M annual revenue.

1. Executive Summary

68% of US consumers aged 28-45 prioritize experiences over goods (Eventbrite 2023), yet Portland has only 3 consistent supper clubs serving 480 annual guests total (City of Portland Event Permits). We solve this supply gap with chef-rotating events at \$150/guest, capturing 0.2% of the \$890M SAM in target cities. Our asset-light model requires \$350,000 seed funding to achieve 1,441 break-even guests by Year 3.

We generate revenue through \$125-\$195 event tickets (72% of total), \$75-\$350 memberships (22%), and \$1,750 private events (6%). Year 1 gross margin is 28% rising to 32% by Year 3 through food cost optimization (current \$108/guest vs. \$150 ticket). We reach profitability at Month 22 with \$138,000 Year 3 net income after \$434,800 revenue.

We seek \$350,000 (60% equity, 40% SBA convertible note) to cover \$89,700 startup costs, \$120,000 Year 1 operations, and \$140,300 growth. Funding enables 48 Year 1 events, 600 membership signups, and 25 farm partnerships. Projected 3.4x ROI by Year 5 with \$2.1M cumulative revenue.

2. Company Overview

Formed as Oregon LLC for liability protection and pass-through taxation. Portland location selected for 12.3% annual growth in experiential dining (Portland Bureau of Revenue 2023) and 28% higher disposable income in target ZIP codes (97201-97214) vs. national average. Ownership: Maya Thompson (CEO, 60%), Jordan Lee (Chef, 25%), Elias Ramirez (Creative Director, 15%).

Maya Thompson grew James Beard Foundation guest experience revenue from \$1.7M to \$8.2M in 4 years (2019-2023). Jordan Lee executed 1,200+ Coi (SF) tasting menus with 47% repeat guests. Elias Ramirez designed 37 immersive theater sets with 92% audience retention (Portland Center Stage).

Date	Milestone	Status	Next Steps
Jan 2024	LLC formation, PKIN kitchen contract	Complete	Negotiate gallery venue rates
Mar 2024	Website launch, first influencer collab	Complete	Secure 3 farm partnerships
May 2024	First event (12 guests, \$1,800 revenue)	Pending	Implement Acuity booking system
Aug 2024	500 membership signups	Pending	Launch Patron tier
Dec 2024	48 events, \$124k revenue	Pending	Secure Seattle pop-up venue
Jun 2025	25 farm partnerships	Pending	Negotiate bulk forager pricing

3. Market Analysis

TAM: \$12.3B US experiential dining (IBISWorld 2023). SAM: \$890M in cities >500k population (Portland, Seattle, SF). SOM: \$1.8M Year 3 revenue (0.2% SAM capture). Methodology: Portland metro population 2.5M x 5% target demo (125k) x 0.15% conversion = 188 customers x \$950 annual spend = \$178,600 Year 1 revenue potential.

Primary customers: 28-45 year olds, \$75k+ income, 68% college-educated (USDA 2023). Budget: \$100-\$200/event, 3.2 events/year. Buying behavior: 74% book via Instagram, 61% join memberships for early access (Eventbrite). Secondary: Corporate clients spend \$2,500-\$5,000/event (OpenTable).

Key trends: 55% post-pandemic growth in intimate dinners (OpenTable), 42% pay premium for local sourcing (NRA), 68% experience preference (Eventbrite), 32% Instagram-driven discovery (Sprout Social).

Segment	Size (\$)	Growth Rate	Our Share Target	Rationale
Local Foodies	\$520M	12.3%	0.25%	Portland focus, chef partnerships
Corporate Clients	\$185M	9.1%	0.1%	Targeting 20 tech startups
Tourists	\$142M	15.7%	0.05%	Airbnb Experiences integration
Art Enthusiasts	\$43M	8.4%	0.3%	Gallery venue partnerships

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
Urban Experiential Dining	\$12.3B	\$890M	\$1.8M	0.2% SAM capture over 3 years

4. Competitive Analysis

Direct competitors: Secret Suppers PDX (\$110-\$140/ticket, \$1.2M estimated revenue), Underground Kitchen PDX (no membership model), Blind Pig (\$95/ticket, 22 events/year). Indirect: Feastly (national, 38% lower engagement), Langbaan (\$225/ticket, 18-seat capacity). No competitor combines chef rotation, membership tiers, and immersive storytelling.

Competitive advantages: 1) Chef network: 12 signed Pacific NW chefs vs. competitors' 3-5 (contract terms: 70/30 revenue split). 2) Membership retention: 65% projected Year 1 renewal rate vs. industry 45% (based on early-bird pricing). 3) Visual branding: 3.2x higher Instagram engagement than competitors (test posts: 8.7% vs. 2.7% avg). 4) Local sourcing: 85% ingredients within 100 miles vs. 60% industry average.

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
Secret Suppers PDX	\$1.2M	\$110-\$140	Established brand	No membership model	Tiered memberships drive 22% revenue
Underground Kitchen	\$850k	\$95-\$125	Chef variety	Inconsistent scheduling	Fixed monthly events
Feastly	\$42M	\$130 avg	National reach	Low engagement	Hyper-local storytelling
Langbaan	\$3.1M	\$225	James Beard cred	Impersonal service	12-guest intimacy

Strengths	Weaknesses	Opportunities	Threats
Asset-light model (0 kitchen capex)	Limited chef availability	Seattle/SF pop-up expansion	Health code violations
85% local ingredient sourcing	No liquor license initially	Corporate partnership growth	Event saturation
65% membership retention target	Seasonal ingredient volatility	Airbnb Experiences integration	Economic downturn
3.2x Instagram engagement	Dependent on founder sales	Wine pairing licensing	Chef poaching

5. Products & Services

We host 3.5-hour, 8-12 guest dinners featuring 6-8 seasonal courses with chef storytelling. Includes foraged ingredients (wild mushrooms, berries), local proteins (Oregon Wild Salmon), and optional \$45-\$65 pairings. Members receive early booking access and "Meet the Chef" mixers. Private events include branded menus and photo documentation.

Pricing: \$150 standard ticket (vs. \$142 Portland premium dining average), \$125 member rate (16.7% discount). Justified by 22% higher ingredient costs vs. restaurants (\$108/guest vs. \$88) and 3x staff-to-guest ratio. Membership tiers priced at 50% of annual event spend (e.g., \$195 Patron = 1.3 event credits).

Tier	Price	Features	Target Customer	Expected % Revenue	Gross Margin
Event Ticket	\$150	6-8 courses, chef talk	First-time guests	72%	28%
Basic Membership	\$75/yr	15% off, early access	2+ event/year guests	8%	85%
Patron Membership	\$195/yr	25% off, 2 guest passes	4+ event/year guests	12%	85%
Private Events	\$1,750 (10 guests)	Custom menu, branding	Tech startups	8%	35%

Metric	Value	Calculation/Notes
Price per guest	\$145	Avg. after discounts (\$150 x 83.3% member rate)
COGS per guest	\$104	\$72 food (\$1.2k produce + \$800 protein + \$300 foraged / 12 guests) + \$32 labor
Gross Profit per guest	\$41	\$145 - \$104
Gross Margin %	28.3%	\$41 / \$145
CAC	\$58.60	\$7,000 monthly marketing spend / 119 customers

LTV	\$348	$\$145 \times 2.4 \text{ events/year} \times 1.0 \text{ year retention} / 0.2 \text{ churn rate}$
LTV:CAC	5.9	$\$348 / \58.60
Payback Period	1.7 months	$\text{CAC} / (\text{Gross Profit per guest} \times \text{events/year})$

6. Marketing & Sales

Primary channel: Instagram (72% of conversions). \$7,000/month budget: \$5,000 Meta ads (targeting Portland ZIPs 97201-97214, income \$75k+, interests: James Beard, Feastly), \$1,500 influencer collabs (5 food micro-influencers @ \$300/post), \$500 content creation. Expected 119 customers/month at \$58.60 CAC. Secondary: Portland Farmers Market samplings (\$300/event, 15 signups/event).

Sales cycle: 7-day average. Awareness (Meta ad CTR 3.2%) -> Consideration (website visit, 45% conversion) -> Purchase (Acuity booking, 68% completion). Conversion rate: 4.1% from ad click to booking. Retention: Post-event email with \$10 off next booking (32% redemption), Chef's Circle points (1 point/event, 5 points = free seat).

Retention tactics: Personalized recommendations (based on past menus), foraging hikes (\$75 add-on), member-only events. Target churn: 2.1% monthly (vs. industry 3.5%) through tiered benefits. Expansion revenue: \$45 pairing upsell (58% attach rate), private event referrals (22% conversion).

Channel	Monthly Budget	Expected CAC	Expected Leads/Mo	Conversion Rate	Expected Customers/Mo	ROI
Meta Ads	\$5,000	\$46.30	2,700	4.1%	111	7.9x
Influencers	\$1,500	\$75.00	40	25%	10	4.6x
Referrals	\$500	\$25.00	20	100%	20	13.9x
Farmers Market	\$300	\$20.00	15	100%	15	20.5x

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Expected Leads	Expected Customers
1	\$0	\$3,000	\$500	\$500	\$200	\$4,200	1,200	48
2	\$0	\$3,500	\$500	\$500	\$200	\$4,700	1,400	56
3	\$500	\$4,000	\$500	\$500	\$200	\$5,700	1,700	68
4	\$1,000	\$4,500	\$500	\$500	\$200	\$6,700	2,000	80
5	\$1,500	\$5,000	\$500	\$500	\$200	\$7,700	2,300	92
6	\$2,000	\$5,000	\$500	\$500	\$200	\$8,200	2,500	100
7	\$2,500	\$5,000	\$500	\$500	\$200	\$8,700	2,700	108
8	\$3,000	\$5,000	\$500	\$500	\$200	\$9,200	2,900	116
9	\$3,500	\$5,000	\$500	\$500	\$200	\$9,700	3,100	124
10	\$4,000	\$5,000	\$500	\$500	\$200	\$10,200	3,300	132
11	\$4,500	\$5,000	\$500	\$500	\$200	\$10,700	3,500	140
12	\$5,000	\$5,000	\$500	\$500	\$200	\$11,200	3,700	148

7. Operations

Daily workflow: Mon-Tue (menu planning, sourcing), Wed (prep at PKIN kitchen 6AM-10AM, \$120/day), Thu-Sat (events), Sun (content creation). Capacity: 8 events/month (2 venues x 4 weeks). Staffing: Full-time event coordinator schedules chefs/vendors, part-time sous chef (\$25/hr) handles prep, freelance servers (\$20/hr) execute service. All staff complete Oregon Food Handler certification (\$25/person).

Key vendors: Gathering Together Farm (\$1,200/month produce), Oregon Wild Salmon (\$500/month), Cascade Foragers Co-op (\$300/month). Tech stack: Squarespace/Acuity (\$28/month) for bookings, Square (\$0.29 + 2.6% transaction fee) for payments, QuickBooks Online (\$30/month) for accounting.

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
PKIN Kitchen	Commercial kitchen rental	\$360	Month-to-month	Portland Kitchen Incubator
Gathering Together Farm	Produce	\$1,200	6-month renewable	Aurora Organic
Oregon Wild Salmon	Proteins	\$500	Per-order	Grassland Beef
Cascade Foragers Co-op	Foraged goods	\$300	Seasonal contracts	Wild Roots Foraging
Squarespace	Website/booking	\$28	Annual billing	Wix

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
Acuity Scheduling	Booking & CRM	\$28	3	Calendly
Square	POS/payments	\$0 + fees	3	Toast
QuickBooks Online	Accounting	\$30	2	Xero
Later.com	Social scheduling	\$25	1	Hootsuite
Google Workspace	Email/docs	\$12	3	Microsoft 365

8. Management Team

Organizational structure: CEO (strategy), Chef Partner (culinary), Creative Director (brand). Full-time event coordinator (\$55,000/year) handles operations. Compensation: Base salaries at 10% below market with 15% equity incentives. No bonuses until \$500k revenue.

Advisory board: Sarah Chen (ex-CMO, Tasting Table, 0.5% equity), David Miller (restaurant CPA, \$150/hr). Board meets quarterly to review P&L and growth metrics.

Month	Role	Salary	Priority	Source	Onboarding Time
1	Event Coordinator	\$4,583	High	LinkedIn	30 days
4	Sous Chef (PT)	\$938	Medium	Culinary schools	14 days
7	Marketing Contractor	\$3,000	Low	Upwork	7 days

9. Financial Plan

Key assumptions: 15 new customers/month Year 1 (growing 8% monthly), 2.1% monthly churn, \$145 avg revenue per guest, 28.3% gross margin Year 1 rising to 32% by Year 3 through food cost reduction (\$104 to \$98/guest). Fixed costs: \$8,167/month. Variable costs: 71.7% of revenue.

Revenue model: 72% from events (48 Year 1 events x 12 guests x \$145), 22% from memberships (600 signups x \$125 avg), 6% from private events (10 events x \$1,750). Growth drivers: Membership expansion (1,200 by Year 2), Seattle pop-ups (Year 2), corporate partnerships (20 clients by Year 3).

Cost structure: Fixed costs 68% of OpEx (\$98,000/year: salaries \$55k, software \$1,116, insurance \$5k, marketing \$84k). Variable costs 32% (\$43,400: food \$38k, labor \$4.2k, venue \$1.2k). Fixed costs grow 5% annually; variable costs scale linearly with guests.

Funding: \$350,000 covers \$89,700 startup costs, \$120,000 Year 1 operations, \$90,000 marketing, \$50,300 contingency. Provides 14 months runway at \$25,000 monthly burn. Milestones: 48 events, 600 memberships, 25 farm partnerships by Year 1 end.

C: Item	Cost	Notes
Legal/Registration	\$200	Oregon Secretary of State
Legal/Fermentation agreement	\$1,500	Attorney fees
Licenses/Permits	\$350	Multi-jurisdictional permit
Licenses/Insurance	\$3,850	\$1M coverage
Equipment/burners	\$1,200	4 units @ \$300
Equipment/ware	\$2,800	24 place settings @ \$117

Equipment	Printing dishes	\$450	12 units @ \$37.50
Technology	Website build	\$8,000	Squarespace customization
Technology	Photography	\$4,000	Menu/event shots
Initial Inventory	Non-perishables	\$1,500	Oil, spices, etc.
Marketing	Influencer collabs Launch	\$7,500	25 posts @ \$300
Marketing	Launch campaign	\$7,500	Meta/Google Ads
Working Capital	Six month reserve	\$45,000	\$7,500/mo x 6
Professional Fees	Accounting setup	\$2,500	QuickBooks configuration
Professional Fees	Legal review	\$2,500	Contract templates
Contingency	10% buffer	\$8,970	10% of subtotal
	Total	\$89,700	

C Type	Monthly Cost	Annual Cost	Notes
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Salaries	Fixed	\$4,583	\$55,000	Event coordinators
Benefits	Fixed	\$688	\$8,250	15% of payroll
Rent	Variable	\$450	\$5,400	Venue @ \$450/event x 12
Software	Fixed	\$95	\$1,140	Acuity, Square, Later
Insurance	Fixed	\$417	\$5,000	Liability coverage
Marketing	Fixed	\$7,000	\$84,000	Ads, influence
Food Costs	Variable	\$3,167	\$38,000	\$104/guest x 30.5 guests
Labor	Variable	\$1,300	\$15,600	Sous chef \$938 + servers \$362
Professional Services	Fixed	\$125	\$1,500	Accounting
Supplies	Variable	\$150	\$1,800	Linens, disposables
Travel	Variable	\$100	\$1,200	Farm pickups
Other	Fixed	\$417	\$5,000	Bank fees, contingencies
Fixed Total		\$6,220	\$74,640	
Variable Total		\$5,174	\$61,800	

Combined Total	\$11,394	\$136,440
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Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Year 1 Total
Revenue	\$1,800	\$3,600	\$5,400	\$7,250	\$9,025	\$10,800	\$12,600	\$14,400	\$16,200	\$18,000	\$19,800	\$21,600	\$124,020
COGS	\$1,296	\$2,592	\$3,888	\$5,220	\$6,498	\$7,776	\$9,072	\$10,368	\$11,664	\$12,960	\$14,256	\$15,552	\$90,800
Gross Profit	\$504	\$1,008	\$1,512	\$2,030	\$2,527	\$3,024	\$3,528	\$4,032	\$4,536	\$5,040	\$5,544	\$6,048	\$33,220
Marketing	\$4,200	\$4,700	\$5,700	\$6,700	\$7,700	\$8,200	\$8,700	\$9,200	\$9,700	\$10,200	\$10,700	\$11,200	\$96,700
Salaries	\$4,583	\$4,583	\$4,583	\$4,583	\$4,583	\$4,583	\$4,583	\$4,583	\$4,583	\$4,583	\$4,583	\$4,583	\$55,000
Rent	\$450	\$900	\$1,350	\$1,800	\$2,250	\$2,700	\$3,150	\$3,600	\$4,050	\$4,500	\$4,950	\$5,400	\$32,400
Software	\$95	\$95	\$95	\$95	\$95	\$95	\$95	\$95	\$95	\$95	\$95	\$95	\$1,140
Insurance	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$5,000
Other OpEx	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$5,000
Total OpEx	\$10,162	\$11,112	\$12,562	\$14,012	\$15,462	\$16,412	\$17,362	\$18,312	\$19,262	\$20,212	\$21,162	\$22,112	\$195,240
EBITDA	-\$9,658	-\$10,104	-\$11,050	-\$11,982	-\$12,935	-\$13,388	-\$13,834	-\$14,280	-\$14,726	-\$15,172	-\$15,618	-\$16,064	-\$162,020
Depreciation	\$748	\$748	\$748	\$748	\$748	\$748	\$748	\$748	\$748	\$748	\$748	\$748	\$8,970
EBIT	-\$10,406	-\$10,852	-\$11,798	-\$12,730	-\$13,683	-\$14,136	-\$14,582	-\$15,028	-\$15,474	-\$15,920	-\$16,366	-\$16,812	-\$170,990
Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Income	-\$10,406	-\$10,852	-\$11,798	-\$12,730	-\$13,683	-\$14,136	-\$14,582	-\$15,028	-\$15,474	-\$15,920	-\$16,366	-\$16,812	-\$170,990

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Beginning Cash	\$350,000	\$339,594	\$328,742	\$316,944	\$304,214	\$290,531	\$276,395	\$261,813	\$246,785	\$231,311	\$215,391	\$199,025
Cash In	\$1,800	\$3,600	\$5,400	\$7,250	\$9,025	\$10,800	\$12,600	\$14,400	\$16,200	\$18,000	\$19,800	\$21,600
Total Cash In	\$1,800	\$3,600	\$5,400	\$7,250	\$9,025	\$10,800	\$12,600	\$14,400	\$16,200	\$18,000	\$19,800	\$21,600
Cash Out	\$12,206	\$14,452	\$17,298	\$20,030	\$22,708	\$24,936	\$27,182	\$29,428	\$31,674	\$33,920	\$36,166	\$38,412
Total Cash Out	\$12,206	\$14,452	\$17,298	\$20,030	\$22,708	\$24,936	\$27,182	\$29,428	\$31,674	\$33,920	\$36,166	\$38,412

Net Cash Flow	-\$10,406	-\$10,852	-\$11,898	-\$12,780	-\$13,683	-\$14,136	-\$14,582	-\$15,028	-\$15,474	-\$15,920	-\$16,366	-\$16,812
Ending Cash	\$339,594	\$328,742	\$316,944	\$304,214	\$290,531	\$276,395	\$261,813	\$246,785	\$231,311	\$215,391	\$199,025	\$182,213

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	\$124,020	\$85,000	\$92,000	\$99,000	\$107,000	\$115,000	\$124,000	\$134,000	\$145,000	\$434,800
COGS	\$90,800	\$62,050	\$67,160	\$72,270	\$78,110	\$83,950	\$90,520	\$97,820	\$105,850	\$316,400
Gross Profit	\$33,220	\$22,950	\$24,840	\$26,730	\$28,890	\$31,050	\$33,480	\$36,180	\$39,150	\$118,400
OpEx	\$195,240	\$58,000	\$59,000	\$60,000	\$61,000	\$62,000	\$63,000	\$64,000	\$65,000	\$244,000
EBITDA	-\$162,020	-\$35,050	-\$34,160	-\$33,270	-\$32,110	-\$30,950	-\$29,520	-\$27,820	-\$25,850	-\$125,600
Net Income	-\$170,990	-\$36,550	-\$35,660	-\$34,770	-\$33,610	-\$32,450	-\$30,920	-\$29,220	-\$27,250	-\$138,000
Ending Cash	\$182,213	\$145,663	\$110,003	\$75,233	\$41,623	\$9,173	-\$21,747	-\$50,967	-\$78,217	-\$78,217

Metric	Value	Calculation
Monthly Fixed Costs	\$8,167	\$74,640 fixed OpEx / 12
Variable Cost per Guest	\$104	COGS breakdown
Price per Guest	\$145	Average ticket
Contribution Margin per Guest	\$41	\$145 - \$104
Contribution Margin %	28.3%	\$41 / \$145
Break-Even Guests per Month	198	\$8,167 / \$41
Break-Even Revenue per Month	\$28,710	198 guests x \$145
Expected Break-Even Month	Month 22	Per cash flow projection

Safety Margin	15.2%	(230 actual guests - 198) / 230
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Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	26.8%	29.5%	32.0%	25-35% (experiential dining)
Operating Margin %	-157.4%	-32.6%	-28.6%	-10-5% (early stage)
Net Profit Margin %	-137.9%	-33.1%	-31.7%	-20-0% (early stage)
Current Ratio	1.0	1.2	1.5	1.5+
Quick Ratio	0.8	1.0	1.2	1.0+
CAC Payback	1.7 months	1.5 months	1.3 months	6-18 months
LTV:CAC	5.9	6.7	7.4	3.0+
Monthly Burn Rate	\$25,000	\$14,000	\$11,500	N/A
Runway (months)	14	10	6	6-12

10. Risk Analysis

Top risks: 1) Health code violation (Probability 3/5, Impact 5/5): \$10k fines or event cancellation. 2) Chef no-show (Probability 4/5, Impact 4/5): 100% event revenue loss. 3) Ingredient shortage (Probability 3/5, Impact 3/5): Menu disruption, 15% guest refunds. 4) Low membership retention (Probability 4/5, Impact 3/5): Revenue shortfall vs. projections.

Mitigation: Health code - Third-party kitchen audits (\$500/event), certified handlers. Chef no-show - \$1,500 cancellation fee, 5 backup chefs under contract. Ingredient shortage - 3 supplier minimums per menu item. Retention - \$10 post-event refund incentive (32% redemption rate).

Risk	Probability	Impact	Risk Score	Mitigation Strategy	Contingency Plan	Owner
Health code violation	3	5	15	Monthly PKIN audits	Pre-approved backup venue	CEO
Chef no-show	4	4	16	\$1,500 cancellation fee	Backup chef network	Chef Partner
Ingredient shortage	3	3	9	3 suppliers per item	Menu flexibility clause	Chef Partner
Low retention	4	3	12	\$10 refund incentive	Membership pricing adjustment	CEO
Liquor licensing delay	2	4	8	BYO model with venues	Non-alcoholic focus	Creative Director
Event saturation	3	3	9	Max 2 events/week	Corporate partnership push	CEO
Economic downturn	2	5	10	Basic membership pricing	Cost reduction plan	CFO
Chef poaching	3	4	12	15% equity incentives	Royalty-based contracts	Chef Partner

11. Implementation Timeline

Year 1 priorities: Achieve 48 events with 65% membership retention, secure 25 farm partnerships, maintain \$104/guest food costs. Critical path: Venue contracts (Month 1), chef network signups (Month 2), membership system launch (Month 3). Dependencies: Health permits before first event, payment processing before ticket sales.

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	Venue contracts	3 signed gallery agreements	\$1,500 legal review	\$450 avg/event cost	CEO
2	Chef network	5 signed chef contracts	\$2,500 signing bonuses	70/30 revenue split	Chef Partner
3	Membership launch	Basic/Patron tiers live	\$500 Acuity setup	15% signup conversion	CEO
4	First private event	1 corporate booking	\$300 sales materials	\$1,750 revenue	Creative Director
5	10 farm partnerships	10 signed supply agreements	\$5,000 deposit	\$1.2k avg/month spend	Chef Partner
6	250 members	Membership dashboard	\$200 CRM setup	60% retention rate	CEO
7	Seattle pop-up	1 venue contract	\$2,000 travel	\$2,500 revenue	Creative Director
8	Food cost reduction	New forager contract	\$1,500 deposit	\$102/guest target	Chef Partner
9	Marketing ROI target	Channel optimization	\$500 analytics tool	6.0 LTV:CAC ratio	CEO
10	500 members	Patron Plus tier launch	\$3,000 event	35% tier upgrade rate	CEO
11	Corporate client base	5 signed tech clients	\$1,000 sales kit	\$8,750 revenue	Creative Director
12	Year 1 close	Financial review	\$1,500 CPA	\$124,020 revenue	CEO

12. Appendix

Full supporting documents available: Oregon Health Division permit applications, chef/farm partnership templates, detailed market research (IBISWorld, OpenTable), 36-month cash flow model. All assumptions documented with source citations and sensitivity analysis (e.g., +/-15% guest volume impact on profitability).