Vegan and vegetarian restaurant Business Plan: A Proven Sample for US Entrepreneurs

GreenRoots Kitchen, LLC (founded March 15, 2024) is a Portland-based fast-casual vegan restaurant targeting health-conscious urbanites aged 25-45 with $14.50 average tickets. We project $780,000 Year 1 revenue at 60% gross margin. Founder Maya Thompson (ex-Farm Spirit sous chef) generated $1.2M revenue in prior concept; CFO David Chen (ex-New Seasons finance manager) secured $2.5M SBA financing for 3 retail expansions.

SECTION 1: EXECUTIVE SUMMARY

Portland restaurants lose $4.7M annually due to food waste (Portland Metro, 2023), while 68% of consumers reduce meat intake (Nielsen). GreenRoots Kitchen solves this with chef-driven zero-waste plant-based meals using 90% local organic ingredients. We charge $12.95-$15.95 for entrée bowls, capturing 1.25% of Portland's $38M vegan/vegetarian SOM. Year 1 revenue reaches $780,000 at 60% gross margin with $390,000 operating expenses. Break-even occurs at $37,500 monthly revenue (2,586 meals), projected Month 14.

We seek $350,000: $250,000 SBA 7(a) loan (10-year term, 7.5% interest) and $100,000 equity (10% ownership). Funds cover $120,000 build-out, $95,000 equipment, $25,000 inventory, $30,000 launch marketing, and $72,000 working capital. This capital enables 180 daily customers by Year 1 end, $270,000 Year 3 net profit (15% margin), and 1.8x ROI by Year 5.

SECTION 2: COMPANY OVERVIEW

GreenRoots Kitchen operates as an Oregon LLC (formed March 15, 2024) due to liability protection and pass-through taxation. Portland was selected for its 660,000 population with 15% core target market (99,000 residents), #1 US vegan restaurant density (HappyCow), and $420M PNW SAM. Ownership: Maya Thompson (CEO, 70%), David Chen (CFO, 20%), Jordan Lee (angel investor, 10% non-voting preferred).

Maya Thompson (CEO) grew Farm Spirit's catering revenue 37% YoY to $850,000 in 2022. David Chen (CFO) managed New Seasons' $42M regional P&L with 8.2% net margin. Carlos Mendez (Head Chef) reduced Blossoming Lotus food costs 5.3% through seasonal menu engineering.

Date	Milestone	Status	Next Steps
Mar 2024	LLC formation, location lease signed	Complete	Finalize equipment orders
Apr 2024	Health permit secured ($2,200 fee)	Complete	Begin kitchen build-out
May 2024	Toast POS system installed	Complete	Staff hiring
Jun 2024	Grand opening (target: 80 customers/day)	Pending	Achieve $15,000 Week 1 revenue
Sep 2024	Launch meal kit subscription	Pending	Secure 50 subscribers at $65/week
Dec 2024	Break even on EBITDA	Pending	Reach 140 daily customers
Mar 2025	Implement self-order kiosks	Pending	Reduce labor costs 8%
Jun 2025	Expand to second location	Pending	Secure $500,000 expansion capital

SECTION 3: MARKET ANALYSIS

TAM: $4.3B US vegan restaurant market (IBISWorld 2023). SAM: $420M PNW urban centers (Portland, Seattle, Eugene; 9.8% of TAM). SOM: $38M Portland metro (9.0% of SAM), calculated as 99,000 target customers * $384 annual spend (SPINS 2023 data).

Primary customers: 25-45yo urbanites earning $50k-$120k. 72% order 2-3 plant-based meals weekly (McKinsey). Budget: $12-$16/meal. 63% discover via Instagram; 41% prioritize restaurants with compostable packaging (Nielsen).

Market trends: 1. Plant-based food sales grew 27% (2020-2023; SPINS). 2. 42% of millennials/Gen Z pay 15% premium for sustainable practices (McKinsey). 3. Portland vegan restaurant count grew 18% YoY (Oregon Restaurant Assoc). 4. Meal kit subscriptions grew 33% in PNW (Statista).

Segment	Size ($)	Growth Rate	Our Share Target	Rationale
Core vegans	$9.5M	12%	8.5%	1.25% SOM capture; highest loyalty (LTV $1,200)
Vegetarians	$14.3M	9%	6.2%	Menu expansion from current 42% market share
Flexitarians	$11.4M	15%	4.8%	Target via "Meatless Monday" promotions
Tourists	$2.8M	7%	3.1%	Alberta Arts District attracts 1.2M visitors/year

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
US Market	$4.3B	N/A	N/A	IBISWorld 2023 report
PNW Urban	N/A	$420M	N/A	9.8% of TAM (Portland 52%, Seattle 38%, Eugene 10%)
Portland Metro	N/A	N/A	$38M	99,000 target customers * $384 annual spend

SECTION 4: COMPETITIVE ANALYSIS

Direct competitors: Blossoming Lotus ($1.8M revenue, 12% Portland market share), Homegrown Smoker ($950k revenue), Harlow ($720k revenue). Indirect: Sweetgreen ($420k Portland unit revenue), Cava ($380k). No competitor offers full zero-waste model; average competitor food cost is 43% vs our 40% target.

Competitive advantages: 1. 90% local sourcing reduces produce costs 12% vs competitors (Oregon Farm Bureau data). 2. Zero-waste model saves $1,200/month in disposal fees (Portland Metro audit). 3. Chef Carlos Mendez's seasonal menu drives 35% repeat rate (vs industry 22%). 4. Loyalty program achieves 48% redemption rate (vs Sweetgreen's 31%).

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
Blossoming Lotus	$1.8M	$14-$22	Brand recognition	43% food cost, slow service	20% faster service, 40% food cost
Homegrown Smoker	$950k	$11-$18	Social media reach	Limited health appeal	Nutrient density metrics on menu
Harlow	$720k	$10-$16	Smoothie dominance	No dinner service	Full dinner menu until 8PM
Sweetgreen	$420k	$13.50 avg	Scale efficiency	Only 3 vegan options	100% plant-based menu
Cava	$380k	$12.95 avg	Chipotle parentage	Animal products in base	No cross-contamination

Strengths	Weaknesses	Opportunities	Threats
90% local sourcing (12% cost advantage)	New brand awareness (0% current recognition)	Portland's 18% YoY vegan restaurant growth	Minimum wage increase to $18.95/hr by 2025
Chef with 8.7% food cost reduction history	Limited capital ($350k startup)	Meal kit market 33% PNW growth	3 new vegan concepts launching in 2024
Zero-waste model ($1,200/month savings)	No delivery infrastructure (Year 1)	Corporate lunch programs (52K target employees)	Organic produce price volatility (+15% 2023)
48% loyalty program redemption rate	Single location risk	Carbon-offset rewards trend (42% demand)	Consumer shift to value dining (2023 recession)

SECTION 5: PRODUCTS & SERVICES

GreenRoots Kitchen serves chef-crafted bowls, burgers, soups, and smoothies using 90% Oregon-sourced organic ingredients. Menu items rotate quarterly (e.g., Q3: Smoked Beet & Kale Salad with hazelnut dressing). All meals include nutrient density scores (e.g., Turmeric Quinoa Bowl: 22g protein, 15g fiber). Meal kits ($55 avg) include pre-portioned ingredients and QR-code cooking tutorials.

Pricing targets $14.50 average ticket: bowls at $12.95-$15.95 (vs Sweetgreen's $13.50), burgers at $13.95 (vs Homegrown's $14.50). This achieves 60% gross margin (industry benchmark: 55-65% for fast-casual). Premium pricing justified by 90% local sourcing (vs competitors' 65%) and zero-waste certification.

Tier	Price	Features	Target Customer	Expected % Revenue	Gross Margin
Entrée Bowls	$12.95-$15.95	Seasonal ingredients, nutrient scores	All segments	58%	62%
Burgers/Sandwiches	$13.95	House-made patties, gluten-free buns	Flexitarians	22%	58%
Smoothies/Juices	$6.50-$8.50	Cold-pressed, functional add-ons	Core vegans	12%	68%
Meal Kits	$45-$65	Serves 2-4, compostable packaging	Busy professionals	8%	55%

Metric	Value	Calculation/Notes
Price per unit	$14.50	Weighted average of all SKUs
COGS per unit	$5.80	$14.50 * 40% food cost
Gross Profit per unit	$8.70	$14.50 - $5.80
Gross Margin %	60%	$8.70 / $14.50
CAC	$18.20	($1,500 Google Ads + $1,200 Meta Ads) / 148 customers (2,960 leads * 5% conversion)

LTV	$218.40	12 visits/year *$14.50* 60% margin * 2.1 years avg retention
LTV:CAC	12.0	$218.40 / $18.20
Payback Period	3.0 months	CAC / (Avg monthly profit per customer) = $18.20 / ($14.50 *60%* 0.25 visits/day)

SECTION 6: MARKETING & SALES

Go-to-market: Digital channels (Google Ads CPC $2.40, Meta Ads CPC $1.80) target "vegan restaurant Portland" (1,900 monthly searches). Community events (farmers' markets, yoga studio partnerships) generate 35% of trial customers. Micro-influencers (5,000-50k followers) drive 22% of new customers at $15.50 CAC.

Sales cycle: Awareness (digital ads) -> Trial (first-order $3 discount) -> Conversion (in-store sampling) -> Retention (Root Rewards loyalty). Conversion rate: 5% digital -> 35% in-store trial -> 68% repeat purchase. Sales cycle: 14 days from first ad exposure to second purchase.

Retention: Root Rewards (1 point/$1 spent) drives 48% redemption rate. "Bring a Friend" referrals yield $10 CAC (vs $18.20 digital). Target churn: 4.2% monthly (vs industry 7.1%). Expansion revenue: 22% of customers add meal kits within 6 months.

Channel	Monthly Budget	Expected CAC	E L	Conversion Rate	Expected Customers/Month	ROI	
Google Ads	$1,500	$12.50	1,200 5.0%	60	5.9x		
Meta Ads	$1,200	$24.00		800	5.0%	40	3.6x
Micro-influencers	$800	$15.50		150	32.0%	48	8.2x
Community events	$500	$8.30		120	50.0%	60	14.5x
Total	$4,000	$18.20		2,270	9.2%	208	6.7x

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Expected Leads	Expected Customers
1	$1,500	$1,200	$300	$500	$500	$4,000	2,270	208
2	$1,500	$1,200	$300	$500	$300	$3,800	2,150	197
3	$1,500	$1,200	$300	$500	$200	$3,700	2,090	191
4	$1,500	$1,200	$300	$500	$100	$3,600	2,030	185
5	$1,500	$1,200	$300	$400	$100	$3,500	1,970	180
6	$1,500	$1,200	$300	$400	$100	$3,500	1,970	180
7	$1,500	$1,200	$300	$300	$100	$3,400	1,910	175
8	$1,500	$1,200	$300	$300	$100	$3,400	1,910	175
9	$1,500	$1,200	$300	$300	$100	$3,400	1,910	175
10	$1,500	$1,200	$300	$200	$100	$3,300	1,850	170
11	$1,500	$1,200	$300	$200	$100	$3,300	1,850	170
12	$1,500	$1,200	$300	$200	$100	$3,300	1,850	170

SECTION 7: OPERATIONS

Daily operations: 10AM-8PM service with 3 shifts. Peak capacity: 220 meals/hour (60-seat dining + 100 pickup/delivery). Inventory turns 8.7x monthly (vs industry 7.2x) via BinWise Pro tracking. 85% menu items prepped in-house during off-peak hours. Online orders (30% of sales) fulfilled via Toast integration with DoorDash/Uber Eats.

Key vendors: Produce from Portland Farmers Market Co-op ($8,200/month, 30-day terms). Dry goods from UNFI ($3,500/month, net 15). Packaging from Eco-Products Inc. ($1,200/month). Backup suppliers: Organically Grown Co. (produce), KeHE Distributors (dry goods).

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
Portland Farmers Market Co-op	Produce	$8,200	Month-to-month	Organically Grown Co.
UNFI	Dry goods	$3,500	Net 15	KeHE Distributors
Eco-Products Inc.	Packaging	$1,200	Annual contract	World Centric
Stumptown Coffee	Coffee	$900	Net 30	Heart Coffee Roasters
Portland Metro Waste	Composting	$450	Monthly	Rumpke Waste

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
Toast	POS/Inventory	$399	12	Square ($429, higher fees)
BinWise Pro	Inventory mgmt	$199	3	MarketMan ($249, slower)
7shifts	Scheduling	$129	3	Homebase ($99, no forecasting)
Mailchimp	Email marketing	$149	2	Klaviyo ($199, overkill)
QuickBooks Online	Accounting	$89	2	Xero ($79, no SBA reporting)

SECTION 8: MANAGEMENT TEAM

12 FTE structure: CEO (1), CFO (1), Head Chef (1), Director of Ops (1), shift leads (2), line cooks (4), prep cooks (3), cashiers (2), dishwasher (1). Salary philosophy: 30% above Portland minimum wage ($18.95/hr) with profit-sharing Year 2+. Key salaries: Head Chef $62,000, Shift Leads $48,000, Line Cooks $41,000.

Advisory board: Sarah Jenkins (ex-Chipotle supply chain VP, 0.5% equity), Mark Reynolds (SBA lender, 0.3% equity). Compensation: $1,500/month stipend + equity.

Month	Role	Salary	Priority	Source	Onboarding Time
1	Head Chef	$62,000	High	Internal referral	2 weeks
1	Shift Leads (2)	$48,000	High	Culinary schools	3 weeks
2	Line Cooks (4)	$41,000	High	Job fairs	4 weeks
2	Cashiers (2)	$36,000	Medium	Indeed	2 weeks
3	Prep Cooks (3)	$38,000	Medium	Craigslist	3 weeks
4	Dishwasher	$34,000	Low	Walk-ins	1 week

SECTION 9: FINANCIAL PLAN

Key assumptions: Month 1-3: 100 customers/day -> Month 4-6: 140 -> Month 7-12: 180. Avg ticket $14.50. Monthly churn 4.2%. COGS 40% of revenue. Marketing spend $4,000/month declining to $3,300. Payroll $22,200/month (12 FTEs at $18.50/hr avg + 20% benefits).

Revenue model: 70% dine-in, 30% online orders. Growth drivers: Loyalty program (48% redemption), corporate lunch programs (target 5 accounts by Month 6 at $1,200/month each), meal kits (50 subscribers by Month 9 at $65/week).

Cost structure: 65% variable (COGS, delivery fees), 35% fixed (rent, payroll). Fixed costs $22,500/month. Variable costs scale at 40% of revenue. Labor costs optimized via 7shifts scheduling (target 28% labor cost by Year 2).

Funding: $350,000 total. $250,000 SBA loan (7.5% interest, 10-year term), $100,000 equity. Funds allocated: Build-out 34.3%, Equipment 27.1%, Inventory 7.1%, Marketing 8.6%, Working capital 20.6%. Provides 14 months runway to profitability.

Category	Item	Cost	Notes
Legal/Formation	LLC filing, operating agreement	$1,500	Oregon Secretar of State fees
Licenses/Permits	Health, business, signage	$3,000	Portland city fees
Equipment	6-burner stove	$18,000	Used, 5-year life
Equipment	Convection ovens (2)	$24,000	New, 7-year life
Equipment	Walk-in cooler	$32,000	Lease-to
Equipment	POS hardware	$8,500	Toast system

Equipment	Furniture	$12,500	Bamboo tables, recycled chairs
Technology	Website development	$4,200	Shopify integratio
Initial Inventory	Food supplies (first month)	$18,500	Based on menu COGS
Initial Inventory	Packaging	$6,500	30-day stock
Marketing Launch	Pre-opening campaign	$30,000	Digital ads, events
Working Capital	3 months operating expenses	$72,000	$24,000/ * 3
Insurance	Annual general liability	$12,000	$1M coverage
Professional Fees	Legal/accounting	$9,800	SBA documen
Contingency (10%)	Unplanned costs	$35,000	10% of total
TOTAL		**$350,000**	

Category	T	Monthly Cost	Annual Cost	Notes

Rent	Fixed	$3,500	$42,000	2,200 sq ft @ $19/sq ft
Payroll	Fixed	$22,200	$266,400	12 FTEs + 20% benefits
Benefits	Fixed	$3,720	$44,640	16.7% of payroll
Utilities	Fixed	$1,200	$14,400	Electric, gas, water
Marketing	Fixed	$3,300	$39,600	Months 7-12 average
Insurance	Fixed	$1,000	$12,000	General liability
Loan repayment	Fixed	$2,400	$28,800	SBA 7(a) principal + interest
Software	Fixed	$965	$11,580	Toast, BinWise, 7shifts etc
COGS	Variable	40% of revenue	40% of revenue	Food, packagin delivery fees
Supplies	Variable	2% of revenue	2% of revenue	Cleaning paper goods
Delivery fees	Variable	3% of revenue	3% of revenue	DoorDas Eats commiss
Fixed Total		**$38,085**	**$457,020**	

Variable Total		**45% of revenue**	**45% of revenue**	
Combined Total		**$38,085 + 45% revenue**	**$457,020 + 45% revenue**	

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1 Total
Revenue	$52,200	$55,680	$59,160	$82,360	$87,302	$92,244	$118,020	$125,101	$132,182	$143,757	$153,820	$163,883	$1,164,310
COGS	$20,880	$22,272	$23,664	$32,944	$34,921	$36,898	$47,208	$50,040	$52,873	$57,503	$61,528	$65,553	$465,724
Gross Profit	$31,320	$33,408	$35,496	$49,416	$52,381	$55,346	$70,812	$75,061	$79,309	$86,254	$92,292	$98,330	$698,586
Marketing	$4,000	$3,800	$3,700	$3,600	$3,500	$3,500	$3,400	$3,400	$3,400	$3,300	$3,300	$3,300	$41,600
Salaries	$22,200	$22,200	$22,200	$22,200	$22,200	$22,200	$22,200	$22,200	$22,200	$22,200	$22,200	$22,200	$266,400
Rent	$3,500	$3,500	$3,500	$3,500	$3,500	$3,500	$3,500	$3,500	$3,500	$3,500	$3,500	$3,500	$42,000
Software	$965	$965	$965	$965	$965	$965	$965	$965	$965	$965	$965	$965	$11,580
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	$2,400	$2,400	$2,400	$2,400	$2,400	$2,400	$2,400	$2,400	$2,400	$2,400	$2,400	$2,400	$28,800
Other OpEx	$6,535	$6,535	$6,535	$6,535	$6,535	$6,535	$6,535	$6,535	$6,535	$6,535	$6,535	$6,535	$78,420
Total OpEx	$40,600	$40,400	$40,300	$40,200	$40,100	$40,100	$40,000	$40,000	$40,000	$39,900	$39,900	$39,900	$480,800
EBITDA	-$9,280	-$6,992	-$4,804	$9,216	$12,281	$15,246	$30,812	$35,061	$39,309	$46,354	$52,392	$58,430	$217,786
Depreciation	$2,417	$2,417	$2,417	$2,417	$2,417	$2,417	$2,417	$2,417	$2,417	$2,417	$2,417	$2,417	$29,000
EBIT	-$11,697	-$9,409	-$7,221	$6,799	$9,864	$12,829	$28,395	$32,644	$36,892	$43,937	$49,975	$56,013	$188,786
Interest	$1,563	$1,548	$1,532	$1,516	$1,500	$1,484	$1,468	$1,452	$1,436	$1,420	$1,404	$1,388	$17,750
Taxes (25%)	$0	$0	$0	$1,321	$2,091	$2,836	$6,732	$7,803	$8,863	$10,644	$12,143	$13,631	$52,830
Net Income	-$13,260	-$10,957	-$8,753	$3,962	$6,273	$8,509	$20,200	$23,389	$26,593	$31,873	$36,428	$41,000	$118,206

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Beginning Cash	$350,000	$267,340	$245,426	$227,920	$230,780	$235,948	$243,257	$261,457	$282,456	$306,049	$334,722	$367,150
Cash In	$52,200	$55,680	$59,160	$82,360	$87,302	$92,244	$118,020	$125,101	$132,182	$143,757	$153,820	$163,883
Funding	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Total Cash In	$52,200	$55,680	$59,160	$82,360	$87,302	$92,244	$118,020	$125,101	$132,182	$143,757	$153,820	$163,883
Cash Out	$129,400	$66,360	$67,916	$79,500	$82,440	$83,835	$85,220	$85,220	$85,220	$85,120	$85,120	$85,120
COGS Payments	$20,880	$22,272	$23,664	$32,944	$34,921	$36,898	$47,208	$50,040	$52,873	$57,503	$61,528	$65,553
OpEx Payments	$37,183	$36,671	$36,835	$36,671	$36,535	$36,535	$36,535	$36,535	$36,535	$36,435	$36,435	$36,435
CapEx	$72,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Debt Service	$2,400	$2,400	$2,400	$2,400	$2,400	$2,400	$2,400	$2,400	$2,400	$2,400	$2,400	$2,400
Taxes	$0	$0	$0	$1,321	$2,091	$2,836	$6,732	$7,803	$8,863	$10,644	$12,143	$13,631
Total Cash Out	$132,463	$61,343	$62,900	$73,336	$75,947	$78,669	$93,875	$97,778	$101,671	$107,982	$112,506	$117,019
Net Cash Flow	-$80,263	-$5,663	-$3,740	$9,024	$11,355	$13,575	$24,145	$27,323	$30,511	$35,775	$41,314	$46,864
Ending Cash	$267,340	$245,426	$227,920	$230,780	$235,948	$243,257	$261,457	$282,456	$306,049	$334,722	$367,150	$405,150

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	$1,164,310	$340,000	$365,000	$390,000	$420,000	$450,000	$480,000	$510,000	$540,000	$1,980,000
COGS	$465,724	$136,000	$146,000	$156,000	$168,000	$180,000	$192,000	$204,000	$216,000	$792,000
Gross Profit	$698,586	$204,000	$219,000	$234,000	$252,000	$270,000	$288,000	$306,000	$324,000	$1,188,000
OpEx	$480,800	$165,000	$170,000	$175,000	$180,000	$185,000	$190,000	$195,000	$200,000	$770,000
EBITDA	$217,786	$39,000	$49,000	$59,000	$72,000	$85,000	$98,000	$111,000	$124,000	$418,000
Net Income	$118,206	$18,500	$26,500	$34,500	$45,000	$53,500	$65,000	$76,500	$88,000	$283,500
Ending Cash	$405,150	$455,650	$525,150	$609,650	$714,650	$825,150	$950,150	$1,085,150	$1,230,150	$1,230,150

Metric	Value	Calculation
Monthly Fixed Costs	$38,085	From OpEx table
Variable Cost per Unit	$6.53	$14.50 * 45% (COGS + variable OpEx)

Price per Unit	$14.50	Average ticket
Contribution Margin per Unit	$7.97	$14.50 - $6.53
Contribution Margin %	55%	$7.97 / $14.50
Break-Even Units per Month	4,778	$38,085 / $7.97
Break-Even Revenue per Month	$69,281	4,778 * $14.50
Expected Break-Even Month	Month 14	Q2 Year 2 per cash flow projection
Safety Margin	26.5%	($118,020 Month 7 revenue - $69,281) / $118,020

Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	60.0%	60.0%	60.0%	55-65%
Operating Margin %	10.2%	12.5%	15.0%	8-12%
Net Profit Margin %	10.2%	12.5%	14.3%	5-10%
Current Ratio	1.85	2.10	2.35	1.5-2.0
Quick Ratio	1.65	1.90	2.10	1.0-1.5
CAC Payback Period	3.0 months	2.8 months	2.5 months	6-18 months
LTV:CAC Ratio	12.0	13.5	15.0	3:1
Monthly Burn Rate (Y1)	$28,500	N/A	N/A	N/A
Runway (months)	12.3	N/A	N/A	N/A

SECTION 10: RISK ANALYSIS

Top risks: 1. Supply chain disruption (Probability 4, Impact 5): Crop failure could halt 30% of menu items. 2. Labor cost inflation (Probability 5, Impact 4): Oregon minimum wage hits $18.95/hr by 2025. 3. Market saturation (Probability 4, Impact 3): 3 new vegan concepts launching in 2024. 4. Consumer shift to value dining (Probability 3, Impact 4): 2023 recession reduces discretionary spend.

Mitigation: 1. Maintain 4 backup suppliers; diversify across OR/WA farms. 2. Implement self-order kiosks by Month 12 (reduces labor costs 8%). 3. Differentiate via zero-waste certification and chef-driven menu (85% items prepped in-house). 4. Introduce $9.95 "Essentials" menu line by Month 6.

Risk	Probability (1-5)	Impact (1-5)	Risk Score	Mitigation Strategy	Contingency Plan	Owner
Supply chain disruption	4	5	20	4 backup suppliers; 10% inventory buffer	Activate menu substitution protocol	Head Chef
Labor cost inflation	5	4	20	Kiosks by Month 12; cross-train staff	Negotiate with UNFI for labor-cost-indexed pricing	CFO
Market saturation	4	3	12	Zero-waste certification; loyalty program	Launch corporate lunch program	CEO
Consumer value shift	3	4	12	$9.95 Essentials menu line	Reduce portion sizes 10% (no price change)	Head Chef
SBA loan denial	2	5	10	Secure personal collateral; USDA grant app	Reduce build-out scope by $50k	CFO
Food safety incident	2	5	10	Daily ServSafe checklists; third-party audits	Activate crisis PR protocol	Director Ops
Minimum wage increase	5	3	15	7shifts scheduling optimization	Reduce hours to 11AM-7PM	Director Ops
Organic produce inflation	4	3	12	Forward contracts with 3 farms	Shift 15% to conventional organic	Head Chef

SECTION 11: IMPLEMENTATION TIMELINE

Key Year 1 priorities: Achieve 180 daily customers by Month 12, hit $69,281 monthly break-even by Month 14, and secure 5 corporate lunch contracts. Critical path: Kitchen build-out completion (Month 1), staff training (Month 2), and loyalty program launch (Month 3). Dependencies: SBA loan approval (Month 1), health permit (Month 1), and POS integration (Month 2).

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	Kitchen build-out completion	Full commercial kitchen operational	$120,000 build-out budget	Pass health inspection	CFO
1	SBA loan funding	$250,000 deposited	Personal collateral documentation	Funds received	CFO
2	Staff hiring complete	12 FTEs trained	$15,000 recruitment budget	100% ServSafe certified	CEO
3	Grand opening	First customer served	$30,000 marketing budget	80 customers/day Month 1	CEO
3	Loyalty program launch	Root Rewards app live	$8,000 development cost	25% sign-up rate	Director Ops
4	First corporate contract	50-meal weekly order	2 sales staff hours/week	$1,200 monthly revenue	CEO
6	Meal kit subscription	50 subscribers	$5,000 packaging inventory	$2,750 weekly revenue	Head Chef
6	Break even on EBITDA	Positive monthly EBITDA	140 daily customers	$9,216 Month 4 EBITDA	CFO
9	Zero-waste certification	Portland Metro certification	$2,000 audit fee	95% waste diversion rate	Director Ops
12	Self-order kiosks	2 kiosks installed	$8,500 hardware cost	8% labor cost reduction	CFO
12	Year 1 revenue target	$1,164,310 revenue	180 daily customers	100% of projection	CEO

14	Profitability	Positive net income	200 daily customers	$20,200 Month 7 net income	CFO