Coffee Shop Business Plan and Operations Starter Kit

A working kit for coffee shop owners. It builds sales by sales line, tests the bar against the morning peak, prices every drink from its cost, finds operating and cash break-even, and scores the plan on six pass-or-fail tests.

COFFEE SHOPS AND CAFES
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PAGE 2

Start here

A coffee shop plan can fail on paper before the first shot is pulled. The plan describes the beans and the room, but it never prices the seat, the peak hour or the cup. This kit makes you write those numbers down, then tests whether they are enough, before a landlord, a lender or a slow first season asks.

WHAT IS INSIDE

3	Business plan, part one: concept, guest, location and seats, drinks and pricing
4	Business plan, part two, and the six-test pass or fail check
5	Startup budget: build-out and equipment, setup, pre-opening, working capital
6	Sales forecast builder by sales line, ramp, seasons and a capacity check
7	Bar capacity at the morning peak, mobile and counter orders, and revenue per seat-hour
8	Operating and cash break-even, break-even orders per day, rent share, debt coverage
9	Weekly prime cost: coffee, milk, food and cups plus labor, with a worked week
10	Drink cost card with a fully costed latte, and theoretical versus actual cost
11	Twelve-month cash forecast, expected and slow-start cases
12	Runway, and a worked example scored on the page 4 check
13	What moves the result: the worked example's what-if table
14	Opening and closing checklists, weekly numbers review and six investigation questions
15	Your first 30 days, lease questions, sources and what the full kit adds
16-18	An AI prompt that turns this kit into your own plan
19	The worked example's twelve-month cash forecast, filled in

HOW TO USE IT

1. Build sales by sales line on page 6 and the shop's costs on pages 5 and 8. Run the cash forecast on page 11, then score the plan on page 4. Draft pages 3 and 4 last.
2. Use pencil. Build-out quotes, rent terms and the bar crew you can hire change before opening, and every worksheet expects your own figures.
3. Once you open, use the page 14 checklists every day and the numbers review every week. Time the bar at the peak monthly with page 7, and run prime cost every week on page 9.

HOW THIS KIT WAS BUILT

- **AI tools helped create this kit.** Example figures are illustrative, not benchmarks.
- **The owner question** on page 3 is one of the coffee shop and cafe questions published at businessconsultant.services; the answer is general guidance, not a research finding.
- **Investigation questions** on page 14 come from the same published questions, drafted by AI models and checked by a separate AI model. The founder-dependency question is a World Consulting Group working question added to them. None was measured in the field, so treat each as a hypothesis.

SCOPE

This kit gives general operational information. It is not legal, tax, accounting, employment, food-safety or financial advice. Licensing, permits, health code, signage and seating rules, employment terms and lease terms vary by city and county. Review them with qualified professionals before you commit money.

PAGE 3

Business plan, part one

A lender is likely to test whether the shop can generate enough cash to cover rent, the opening crew and the loan payments before the funding runs out. Answer each prompt in plain sentences here and draft the full sections on separate sheets.

1. Executive summary (write it last)

State the concept, the site and seat count, the money you need and what it buys, from the build-out to the espresso machine. Then state the month the page 6 forecast reaches cash break-even from page 8, and the page 4 result.

2. Concept and guest

Who is the morning guest, who is the afternoon guest, and why does each choose you over the chain on the corner? Find out from your own counts whether each visit is a habit or a choice, and name what earns each one.

3. Location, seats and dayparts

Describe the site, the foot traffic you counted at it, the seat count and the hours. Split the day into dayparts and say which one carries the rent. Record what the lease charges beyond base rent.

4. Drinks and pricing

List the core drinks and the food you sell with them, costing each drink on the page 10 card, cup, lid and sleeve included, and each food item the same way. Price the attachment as well (the pastry or size upgrade added to a drink order): check whether guests drop the pastry or the size upgrade first when prices rise.

ITEM	COST	PRICE	COST AS % OF PRICE

> *Owner question: does the laptop policy change revenue per seat-hour, and have we ever measured it?*
>
> Measure it before you set a policy. In a room where seats are the scarce asset, revenue per seat-hour is the productivity measure. Page 7 works it out by daypart as a screen, not proof that seats limit sales, so count how full the seats are, how long guests stay and how many walk away, then try one change for a few weeks against comparable weeks.

PAGE 4

Business plan, part two

5. Operations

Describe how a drink moves from order to hand-off for counter and mobile orders: bar setup, the order queue, milk and bean stock, pastry, the pickup point and closing. Name the station that slows the busiest hour and who checks each step when you are not on bar.

6. Team

List every role, the hours it covers and the pay it costs, including a market wage for your own hours. Name the person who can open without you. The first question on page 14 checks that dependency.

7. Marketing

Explain why a guest makes your shop part of the morning routine and what brings them back in the afternoon. Track repeat visits and loyalty redemption in records you own, rather than counting followers.

8. Financials and funding

Attach pages 5, 6, 8 and 11 and the result below. Show how much the shop needs, where the money comes from and how long it lasts if sales run below plan.

DOES THE PLAN PASS? SCORE IT BEFORE ANYONE ELSE READS IT

TEST	PASS?
Gate 0. The draft lease, build-out and equipment quotes and the requirements of every approval the shop needs are in writing, reviewed by a qualified professional where needed.	
1. In the expected case, total sales, booked catering included, reach cash break-even at the month-12 run rate (page 8) and closing cash stays at or above your cash floor for 24 months (page 11).	
2. Slow start (tested share of sales, page 11): closing cash holds at or above your floor every month (if not, note the reserve that would hold it).	
3. Planning debt service coverage at full-run sales and at the month-12 run rate (page 8) meets your lender's ratio, on your lender's definition.	
4. Orders asked of the bar in the busiest hour of the busiest month fit its order capacity (page 7), and planned orders per day reach break-even (page 8).	
5. Expected orders per day rest on evidence (site foot traffic you counted, with a capture rate from comparable shops, or your sales history), not on the size of the neighborhood or a landlord's estimate.	
6. The full-run steady-state year (seasons in; not the forecast year) leaves net cash above zero after principal, before income tax set-aside, replacements and stock build-up; set aside its largest fall in running net cash, the year run twice.	

Not ready: Gate 0 fails. **Green:** Gate 0 and all six tests pass. **Amber:** Tests 1 and 3 pass, but Test 2, 4, 5 or 6 fails, so fix the plan before you sign the lease, order the espresso machine or take a loan. **Red:** Test 1 or 3 fails, so change the plan before you commit money. Tests 1 and 3 score the plan as written; Test 2 is the slow start, and the page 13 what-ifs stress-test Tests 1, 3 and 6. Count a test without evidence as a fail. Result: _____

PAGE 5

Startup budget worksheet

Fill the estimate column first, then record each source: a written quote from the contractor, the equipment dealer or the landlord, or a documented calculation. Shop budgets can break on build-out extras nobody quoted, so leave no line blank without a reason.

LINE ITEM	INITIAL ESTIMATE	QUOTE OR SOURCE	APPROVED BUDGET	ACTUAL OR COMMITTED
SPACE AND EQUIPMENT				
Leasehold improvements (example: second-generation cafe space with sinks, restroom, grease interceptor and power in place)				
Espresso machine and grinders				
Brewing, refrigeration, ice, dishwasher, pastry case and oven				
Furniture, seating and fixtures				
Point of sale, mobile ordering and card readers				
Signage and smallwares				
SETUP AND APPROVALS				
Licenses, permits and inspections				
Lease deposit and pre-opening rent				
Insurance down payment				
Business entity and accounting setup				
Water filtration and plumbing				
PRE-OPENING				
Opening coffee, milk, food and cup inventory				
Barista training and pre-opening payroll				
Soft opening and trial service				
Launch marketing and loyalty setup				
Professional fees				
WORKING CAPITAL				
Working capital reserve (cash you open with)				
Contingency for overruns on the lines above				
Total				

Size the reserve in two passes: run the page 11 expected case with opening cash of zero (no reserve, no other cash), set the reserve to your floor, plus one more month of fixed costs and principal as a buffer, plus how far its lowest closing cash falls below zero (zero if it never does), rounded up to the next $100, then rerun. If the Test 6 cushion (page 4) is larger than that buffer, add the difference. If the build-out runs over, the contingency pays first and the reserve second; then rerun page 11.

PAGE 6

Sales forecast builder

Every other number depends on sales, so build sales by sales line from orders and tickets, not from the rent you need to cover. Count counter and mobile orders first, from foot traffic you counted at the site; add catering only where it is booked.

```
Monthly sales for a line = units times average ticket times days open in the month (or times 1 for units counted per month)
Days open in a month = days open per week times 52, divided by 12
```

SALES LINE	UNIT	UNITS PER DAY OR MONTH	AVERAGE TICKET	DAYS OPEN PER MONTH (OR 1 FOR MONTHLY UNITS)	MONTHLY SALES
Counter and mobile orders	orders				
Retail beans	bags				
Catering and office orders	orders				

Full-run month

RAMP AND SEASONS

MONTH	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ramp, % of full run												
Season, % of full-run month (M1 = opening month)												
Expected sales												

Expected sales for each month = full-run counter, mobile and retail sales times ramp times season, plus catering once each order is confirmed and booked. Use 100 percent where a factor does not apply. Ramp, season and orders per day are your assumptions; write down the evidence for each.

CAPACITY CHECK

```
Daily order capacity = for each staffing period, (drinks the bar completes per hour with that crew divided by drinks per average order) times the hours in that period, added up, an estimated ceiling to plan below, with the busiest hour checked on page 7
```

Write, for each staffing period, its hours and the drinks your bar completes in an hour with that crew (time it on a real rush, not from the machine specification), and the drinks in an average order. The day can have room while the busiest hour does not, so check that hour on page 7. If the plan needs more orders than this, the plan is wrong, however long the line is.

PAGE 7

The bar, the peak and the seat

In a coffee shop the bar sets how many orders you can serve at the morning peak, and the seats set what the afternoon earns. Measure both before you sign a lease built on either.

```
Bar capacity in orders per hour = drinks the bar completes per hour divided by drinks per average order
Peak load = counter orders plus mobile orders in the busiest hour; one bar serves both streams
Barista-hours at the peak = peak orders times drinks per order, divided by the drinks one barista completes per hour
Revenue per seat-hour = sales consumed in the seats during a daypart divided by (seats times hours in that daypart)
```

WORKED EXAMPLE: THE MORNING PEAK (ILLUSTRATIVE)

BUSIEST HOUR	ORDERS
Counter orders	32
Mobile orders	8
Orders asked of the bar	**40**
Bar capacity (90 drinks an hour divided by 1.2 drinks per order)	75.0
Orders over capacity in that hour	0.0
Barista-hours the peak needs (40 orders times 1.2 drinks, divided by 45 drinks per barista-hour)	1.07, rounded up to whole baristas: 2 on bar

The 90-drink rate assumes two baristas on one machine. In the example the peak asks for 40 orders against a capacity of about 75, so the bar has room. With one barista, capacity falls to about 38, below the peak, so the peak needs two on bar.

WORKED EXAMPLE: REVENUE PER SEAT-HOUR BY DAYPART (ILLUSTRATIVE; 45 SEATS; DAILY COUNTER AND MOBILE SALES $1,776 FROM THE PAGE 12 EXAMPLE)

DAYPART	HOURS	SALES	SEATED SHARE	SEATED SALES	SEAT-HOURS	PER SEAT-HOUR
Morning, 6 to 10	4	$852	20%	$170.40	180	$0.95
Midday, 10 to 2	4	$568	45%	$255.60	180	$1.42
Afternoon, 2 to 6	4	$356	70%	$249.20	180	$1.38

In the example the morning earns the least per seat-hour because most morning guests take the drink away, and midday earns the most. Afternoon sales are the smallest, yet most of them are consumed in the seats. Measure this before you set a laptop policy, a time limit or a minimum spend, because each one moves a different daypart.

COUNT THE PEAK (ONE ROW PER OBSERVED PEAK)

DAY AND HOUR	SEATS TAKEN AT THE BUSIEST MOMENT	GUESTS TURNED AWAY OR WHO LEFT THE LINE	ORDERS IN THE HOUR	BARISTAS ON BAR	BARISTA-HOURS NEEDED

YOUR BAR AND YOUR SEATS

DAYPART	HOURS	SALES	SEATED SHARE	SEAT-HOURS	PER SEAT-HOUR	ORDERS ASKED IN THE BUSIEST HOUR	BAR CAPACITY

PAGE 8

Break-even and coverage

Use this one numbered cost list everywhere in the kit. Loan interest is a fixed cost here. Loan principal is not an operating cost: it enters cash break-even below and the cash forecast on page 11, so interest and principal are each counted once.

FIXED COSTS PER MONTH	PER MONTH
1. Rent and common area charges	
2. Liability and property insurance	
3. Salaried assistant manager and the minimum opening crew, with payroll taxes and benefits	
4. Owner's market wage (management time; hours on bar go in line 3 or 14)	
5. Loan interest (build-out and equipment loans)	
6. Utilities and internet	
7. Marketing and loyalty program tools	
8. Point of sale, mobile ordering and software	
9. Accounting, bookkeeping and bank fees	
10. Espresso machine and grinder maintenance	
11. Waste, water filtration, cleaning and other services	
12. License renewals, training and other fixed costs	
Total fixed costs	

VARIABLE COSTS AS A SHARE OF NET SALES	SHARE
13. Coffee, milk, food, cups and retail beans	
14. Hourly barista labor above the minimum crew, with payroll taxes	
15. Card and mobile-ordering fees	
16. Delivery-app commissions (blended share of all sales)	
17. Loyalty rewards redeemed (sales booked before redemptions)	
Total variable cost share	

```
Contribution margin ratio = 1 minus variable cost share; contribution = sales times the line's ratio
Operating break-even sales = fixed costs divided by contribution margin ratio
Cash break-even sales = (fixed costs with line 4 even if undrawn, plus principal and other recurring
cash out) divided by contribution margin ratio; page 13 covers a result with no usable number
Break-even orders per day = (daily fixed costs, principal and other recurring cash out minus the daily
bean and catering contribution, each line at its own ratio) divided by the contribution from one average
counter and mobile ticket; the worked example gives beans and catering the blended ratio
Month-12 run rate = average monthly sales over a year at month 12's ramp and bookings, seasons applied
Planning debt service coverage (before income tax and replacements) = (full-run sales times contribution
margin ratio, minus fixed costs other than line 5) divided by (line 5 + principal)
```

RESULT	PER MONTH	PER WEEK	PER DAY OPEN
Operating break-even sales			
Cash break-even sales			
Break-even orders per day (use cash break-even)			
Rent share and debt service coverage at full-run sales		ratios, monthly only	

Weekly = monthly times 12, divided by 52; daily = weekly divided by days open per week. Rent share = line 1 divided by net sales.

PAGE 9

Weekly prime cost

Prime cost is what you spend on what you sell plus the pay of the people who make it; track it as a share of sales. In a coffee shop it can move with the opening crew as much as with the beans, so count it every week and see which part drives yours.

WHICH PAY GOES IN THE LABOR LINE

Count what the shop pays for its people: wages, payroll taxes and benefits. Tips that pass straight to baristas stay out, or your labor share looks worse than it is. Your own hours on bar go in line 3 (minimum crew) or 14 at a barista's wage; management time is line 4.

```
Cost of what you sold = stock at the start of the week + deliveries minus stock at the end
Prime cost = that cost + every dollar of pay, taxes and benefits, your own market wage included
Prime cost share = prime cost divided by the week's net sales
```

WORKED EXAMPLE: ONE FULL-RUN WEEK OF THE EXAMPLE SHOP (ILLUSTRATIVE)

LINE	THIS WEEK
A. Beginning inventory (coffee, milk, food, cups and retail beans)	$3,400
B. Deliveries of coffee, milk, food, cups and retail beans	$3,719
C. Stock on the shelf at close of the week	$3,250
D. Cost of what you sold (A + B minus C)	$3,869
E. Labor: hourly barista labor (line 14), salaried and minimum crew (line 3) and owner's market wage (line 4)	$5,353
F. Prime cost, product plus people (D + E)	$9,222
G. The week's net sales, after comps and before sales tax	$13,027
H. Prime cost share (F divided by G)	70.8 percent

The week is the page 12 example's full-run month times 12, divided by 52: net sales $13,027; cost of what you sold at line 13's 29.7 percent; hourly labor at line 14's 17 percent plus lines 3 and 4 spread weekly. In this example, deliveries are set so that the cost of what you sold matches line 13's share. Prime cost takes a large share in this example because the shop opens early with a minimum crew whatever the morning brings; that fixed labor is why cash break-even on page 8 sits close to full-run sales.

YOUR WEEK

LINE	TARGET	THIS WEEK	LAST WEEK
A. Beginning inventory (coffee, milk, food, cups and retail beans)			
B. Deliveries of coffee, milk, food, cups and retail beans			
C. Stock on the shelf at close of the week			
D. Cost of what you sold (A + B minus C)			
E. Labor: hourly barista labor (line 14), salaried and minimum crew (line 3) and owner's market wage (line 4)			
F. Prime cost, product plus people (D + E)			
G. The week's net sales, after comps and before sales tax			
H. Prime cost share (F divided by G)			

Count beans, milk, pastry and cups at the same cutoff each week and value them the same way. Log comps, staff drinks and waste on their own lines rather than changing the count. If a weekly count is too heavy, count monthly and check beans and milk weekly. Write your own target in the Target column, taken from your page 8 plan, and watch the direction week to week. The kit sets no prime cost benchmark.

PAGE 10

Drink cost card

The price of a drink is only as good as its cost. Cost every drink from the usable part of each ingredient, and include the cup, lid and sleeve, because packaging is part of every drink that leaves the bar.

```
Usable cost per unit = purchase cost per unit divided by yield (enter 92% as 0.92)
Line cost = portion quantity times usable cost per unit, rounded to the cent
Drink cost = sum of line costs, including cup, lid and sleeve; let each yield carry purge, spill and
pitcher loss, and do not add that loss again
```

WORKED EXAMPLE: A 12-OUNCE LATTE (ILLUSTRATIVE SUPPLIER PRICES, NOT BENCHMARKS)

INGREDIENT		PURCHASE COST / UNIT	YIELD	USABLE COST / UNIT	PORTION	LINE COST
Espresso beans		$0.031 / g	92%	$0.0337 / g	18 g	$0.61
Whole milk		$0.032 / oz	88%	$0.0364 / oz	9 oz	$0.33
Cup, lid and sleeve	per drink					$0.27
Drink cost	Price $5.25; drink cost is 23.0 percent of price					**$1.21**

Espresso loses weight to purging and milk to the pitcher, so each usable cost runs above its purchase cost. Convert pounds and gallons to grams and ounces before you multiply. Cost an iced oat-milk latte too: the cold cup and the plant milk can change the margin.

YOUR DRINK: _____

INGREDIENT	PURCHASE COST / UNIT	YIELD	USABLE COST / UNIT	PORTION	LINE COST
Drink cost	Price: _____	Drink cost as a share of price: _____			

Theoretical versus actual cost

Theoretical cost is what the drinks and food you sold should have cost. A gap can come from milk poured past the line, remade drinks, unlogged comps and staff drinks, pastry waste, price changes or the counts, so check the waste log and the counts before blaming a barista.

```
Theoretical cost = for each drink and food item, units sold this month times its cost from the card,
plus retail beans at their purchase cost, added together; line 13 on page 8 blends all three, weighted
by sales
Gap = actual cost of goods sold for the month minus theoretical cost; gap share = gap divided by net
sales
```

LINE	THIS MONTH
Theoretical cost	
Actual cost of coffee, milk, food, cups and retail beans sold (beginning inventory + deliveries minus ending inventory)	
Gap, in dollars and as a share of net sales	

Twelve-month cash forecast

Profit and cash are different numbers: loan principal, build-out bills and the losses of thin first months before the regulars arrive all drain the bank account. Enter amounts in thousands of dollars (51.25 means $51,250). Enter receipts net of sales tax; closing cash excludes the bank account holding collected tax.

EXPECTED CASE ($000)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Opening cash												
In: sales receipts (page 6), excluding sales tax												
In: owner money and loans received												
Out: coffee, milk, food, cups, fees, commissions and rewards (lines 13, 15 to 17)												
Out: payroll, line 4 if drawn in cash (lines 3, 4, 14)												
Out: rent and common area charges (line 1)												
Out: other costs, with loan interest (lines 2, 5 to 12)												
Out: income tax set-aside, equipment replacement, stock build-up												
Out: loan principal												
Out: startup bills still to pay												
Net cash flow (in minus out)												
Closing cash, expected (your floor: _____)												
Actual closing cash, once open												
Memo: sales tax collected (not in closing cash)												
Memo: sales tax remitted												
Memo: tax owed = last month's + collected minus remitted												
SLOW-START CASE												
Sales receipts, slow start												
Out: variable costs, slow start (lines 13 to 17)												
Out: fixed, principal, bills, less funding												
Net cash flow, slow start												
Closing cash, slow start												

Month 1 opening cash is cash on opening day after startup spending is paid; each closing balance opens the next month, and the slow start opens with the same cash. Your floor is at least one full-run month of fixed costs plus principal. Catering and office orders paid on invoice may arrive the month after delivery, so enter them in the month the cash lands. For the slow start, test 70 percent of expected sales in every month (a stress assumption, not a benchmark; a higher share only with evidence); fixed costs, other cash out, principal, startup bills and funding stay as expected, and all variable lines fall with sales; line 14 holds only hours you would cut. The first month either case falls below your floor is your planning deadline: act before it. Then run a second year at the month-12 run rate (page 8), month by month with the seasons continuing, and check the floor holds.

PAGE 12

Runway, and a shop a slow start breaks

```
Runway = the number of consecutive future months, counted from the latest closed month (before opening,
from opening day), before the first month in which closing cash falls below your floor
```

Worked example: a hypothetical single coffee shop

Illustrative figures, not benchmarks. Open seven days a week (30.33 days a month), 45 seats in 1,500 square feet on a corner site; March opening. Cash floor $24,099. Sales and bills settle in the month; owner wage drawn in cash; no new money.

Page 5, budget	Total startup budget $242,000, funded by a $100,000 loan (10.5 percent over 10 years) and $142,000 of owner money, including a $78,400 cash reserve. The page 5 two passes: floor $24,099, plus a one-month buffer of $24,099, plus $30,196 (how far the first pass, opening with no cash, falls below zero), rounded up to $78,400.
Page 8, costs	Fixed costs $23,601 a month, including $4,800 for rent and $851 of loan interest; principal $498 a month (each a year 1 average); variable share 53.7 percent, so the contribution margin ratio is 0.463. The five variable lines run at 29.7, 17, 4.5, 1.5 and 1 percent of sales. Lines 1 to 12 run $4,800, $450, $8,600, $5,000, $851, $1,500, $450, $400, $400, $400, $450 and $300 a month.
Page 8, break-even	Operating break-even about $50,974 a month, $11,763 a week, $1,680 a day. Cash break-even (fixed $23,601 plus principal $498, divided by 0.463) is about $52,050 a month, or $1,716 a day: 220.4 orders a day from counter and mobile orders after the contribution from beans and catering, so 221, against the 240 the plan assumes.
Page 6, sales	Counter and mobile orders: 240 orders a day at $7.40. Retail beans: 80 bags a month at $21. Catering and office orders (booked): 6 orders a month at $150. Full-run month about $56,452; shop sales ramp 60, 68, 75, 81, 86, 90, 93, 95, 97, 98, 99 percent in months 1 to 11, then 100 percent; season 100, 100, 95, 90, 90, 95, 100, 105, 110, 115, 95, 90 percent across months 1 to 12, booked catering excluded.
Page 19, expected case	Month 1 sales $34,231; month 1 closes at $70,150, month 12 at $59,456. Low: month 6, closing $48,204, $24,105 over the floor.
Page 19, slow start	With every month at 70 percent of plan, month 1 sales $23,962; month 1 closes at $65,395, month 12 at minus $21,617. The shop slips under its floor in month 5 (closing $22,298) and below zero in month 9 (closing minus $3,623), so from opening day the shop's runway is 4 months.
Page 8, coverage	At full-run sales of $56,452, planning debt service coverage, before income tax and equipment replacement, is 2.51 next to the example lender's 1.25; at the month-12 run rate it is 2.27, and Test 3 needs both. Rent share is about 8.5 percent.

THE SHOP'S PAGE 4 SCORE: AMBER

Gate 0 counts as met for the example. Test 1 passes: the month-12 run rate is about $55,758 a month, above the $52,050 break-even; the shop stays above its floor through a second year at that pace (its low point $61,494, month 1 of year 2). (Background only, not scored: shop sales first reach cash break-even in month 7.) Test 2 fails: at 70 percent of sales, cash drops under the floor in month 5; about $45,800 more opening cash would carry the shop through it. Test 3 passes: the loan is covered by the planning formula. Test 4 passes: in the busiest month (season 115 percent) the peak asks about 46 orders of a bar making about 75. Test 5 fails: no site count or sales history backs the planned orders yet. Test 6 passes: a full-run year leaves about $20,601 after principal, but cash flow runs below zero in months 4, 5 and 12; hold a cushion of at least $1,068, the largest running-cash fall (from its month 3 high to its month 5 low), which the page 5 buffer covers. That steady-state year is not the shop's first year: page 19's first year loses about $18,944 in cash because regulars build over the first months. To pass Test 2, add cash; the peak still needs two baristas.

PAGE 13

What moves the result

Each row changes one input of the page 12 example and reruns the forecast. A row names Test 1, 3 or 6 when the change would newly fail or pass it; a test the example already fails stays failed. The last column also gives the slow start, which is Test 2.

WHAT MOVES THE SHOP'S RESULT (MONTHLY CHANGE AT FULL RUN; EACH DEADLINE RERUN THROUGH THE FORECAST; SLOW-START LOSSES MOVE WITH SALES)

CHANGE	MONTHLY CASH	CASH BREAK-EVEN AND DEADLINE
Ten percent less on every sales line (variable costs fall with it)	minus $2,614	Expected case holds the floor; full-run coverage falls to 0.57; the month-12 run rate falls below cash break-even; would fail Tests 1, 3 and 6
Counter and mobile orders: average ticket 6 percent higher, same volume (card, app and loyalty costs rise)	plus $3,006	Break-even orders fall from 220.4 to 196.7 a day, so from 221 to 197: per-unit costs stay the same, so the ratio rises from 0.463 to 0.488 on the new sales (sales-linked fees, lines 15, 16 and 17, take 7.0 percent of each added dollar)
Fixed costs $600 lower	plus $600	Cash break-even eases to about $50,754
A nearby chain takes 40 percent of afternoon sales, from month 6 onward	minus $2,000	Expected case still holds the floor; slow start unchanged (month 5); full-run coverage falls to 1.03; the month-12 run rate falls below cash break-even; would fail Tests 1, 3 and 6
App orders grow, adding 2 points of fees	minus $1,129	Cash break-even climbs to about $54,400; expected case still clears the floor; slow start unchanged (month 5)
Build-out overrun of $12,000 after the contingency, drawn from the cash reserve	no change	Expected case still holds the floor; slow start under the floor in month 4 (closing $20,170)
Opening 3 months late (rent, insurance, loan interest and principal, $6,599 a month, paid while closed; no sales; the ramp starts at the new opening, and seasons stay on the calendar)	no change	Expected case holds the floor; its low falls to $32,207 in month 8 from the planned opening, $15,997 lower than on time; slow start under the floor in month 6 from the planned opening (month 5 on time)

WHEN A PAGE 8 FORMULA GIVES NO USABLE NUMBER

```
Contribution margin ratio zero or below: break-even is N/A; score Tests 1 and 6 as failed
One unit's contribution, or the count it is multiplied by, zero or below: break-even units are N/A;
score Test 4 as failed
Other lines already cover fixed costs and principal: break-even units are 0, never a negative number
No loan: coverage is N/A; score Test 3 as passed
```

PAGE 14

Opening and closing checklists, weekly review, six questions

These are operations checklists, not a food-safety plan. Add every task, limit and corrective action your local requirements set.

BEFORE OPENING

- ☐ Dial in the espresso and log the grind setting.
- ☐ Check milk dates and stock against par.
- ☐ Bake or receive pastry to today's par for the day of the week.
- ☐ Complete the temperature records your approved food-safety procedures require.
- ☐ Test the point of sale, mobile ordering and card reader.
- ☐ Count the opening cash.

AFTER CLOSE

- ☐ Record orders by hour, counter and mobile separately.
- ☐ Log pastry left over and items that ran out, with the time.
- ☐ Log waste (milk, pastry, remade drinks) with the reason.
- ☐ Count cash and reconcile sales, voids, comps and loyalty redemptions.
- ☐ Clean the machine and complete the records your procedures require.
- ☐ Set tomorrow's pastry order from today's actuals and the day of the week.

WEEKLY NUMBERS REVIEW

MEASURE	TARGET	THIS WEEK	LAST WEEK	VARIANCE TO TARGET
Net sales and sales per labor hour by daypart				
Orders per day and average ticket, counter and mobile				
Orders with food or a size upgrade (attachment rate)				
Prime cost share (page 9)				
Orders in the busiest hour against bar capacity				
Pastry waste value and stockouts				
Loyalty redemptions and repeat visits				

SIX QUESTIONS TO INVESTIGATE

1. **Founder dependency.** Is the owner on the bar for most peak hours, approving most comps and voids, or placing most supplier orders?
2. **Pastry pars.** Do pastry waste and stockouts of the same items happen in the same week, which may mean pars ignore the day of the week?
3. **The afternoon.** When a competitor opens nearby, do afternoon sales fall first while the morning holds?
4. **Price and attachment.** After a price rise, did order count hold while average ticket fell, because pastry and size upgrades dropped?
5. **Two streams, one bar.** In the busiest hour, do counter guests wait while mobile drinks are made first?
6. **Loyalty.** Do rewards and program fees cost less than the extra visits the program brings, measured against comparable guests who are not members?

Questions and their sources are described on page 2. Check each one against a record: the hourly sales report split by counter and mobile, the pastry waste log, the loyalty redemption report, or the average ticket by week.

PAGE 15

Your first 30 days

WHEN	DO THIS
Week 1	Start the weekly numbers review and record orders by hour, counter and mobile separately. Log the hours the owner spends on bar, and record every permit and inspection renewal date in one place.
Week 2	Recheck every drink and food cost on the page 10 card against actual prices and portions. Time the bar during a real morning peak.
Week 3	Fill the page 7 daypart table and work out revenue per seat-hour for each daypart.
Week 4	Enter actual closing cash on page 11 and recalculate runway. Write the decisions a shift lead may make without calling you.
After month 1	Keep prime cost weekly on page 9 and compare theoretical to actual cost on page 10. Set pastry pars by day of week from four weeks of waste and stockout records.

BEFORE YOU SIGN A LEASE, GET WRITTEN ANSWERS TO THESE

- ☐ Will you have to sign a personal guarantee, how much does it cover, and when does it end?
- ☐ Which charges sit on top of base rent, such as common area, property tax and insurance, and how are they settled each year?
- ☐ What does the space need before you can open, and who pays to add or upgrade it?
- ☐ Does the landlord contribute to the build-out, when is that money paid, and must any of it be repaid if you leave early?
- ☐ When does rent start: at signing, at permit approval or at opening?
- ☐ Are there limits on operating hours, signage, parking, deliveries or the uses allowed in the space?
- ☐ What happens to the lease and the fixtures if you sell the business?

Have a qualified professional review the lease before you sign. These questions prepare you for that conversation; they do not replace it.

WHAT THE FULL KIT ADDS

The full Coffee Shop Business Plan and Operations Kit adds an editable business plan, a three-year financial model with profit and loss, cash flow and a debt schedule, a daypart sales model, a bar capacity and staffing planner, a drink costing worksheet, pastry par templates, opening and closing procedures and hiring checklists. Release status is on the kit page.

SOURCES

World Consulting Group material. Coffee shops and cafes owner questions, businessconsultant.services, 2026.

SCOPE AND DISCLAIMER

General information only. Not legal, tax, accounting, employment, food-safety or financial advice. Provided as is, without warranty. © 2026 World Consulting Group. Free diagnostic tool at businessconsultant.services. The site's privacy page explains what the diagnostic tool sends to an AI provider for analysis and the third-party analytics on the site.

About the author. Kamyar Shah is the founder of World Consulting Group and works as a fractional COO and CMO. He has more than 25 years of experience and more than 650 engagements across more than a dozen industries. Contact and the latest version: businessconsultant.services.

PAGE 16

Customize this kit with AI

Attach this PDF to ChatGPT, Claude or Gemini, paste the prompt below, and answer its questions with your own dayparts, drinks and shop costs. A copy-ready version is on the kit page.

BEFORE YOU RELY ON THE ANSWER

Check every daypart total and drink cost with a calculator. An AI assistant can misread a file or slip on arithmetic, even when it runs code, so rerun every figure you will act on with the page formulas. Check your AI provider's data settings first, and never paste personal data, account numbers, passwords, customer-level records or anything an agreement restricts, such as employee records, loyalty member lists or bank account details. Totals and rounded figures serve the arithmetic, though rounding does not make a record anonymous, and you can run the arithmetic on your own computer.

I am opening (or running) a coffee shop. I have attached the Coffee Shop Business Plan and Operations Starter Kit from businessconsultant.services. Help me turn it into my own plan for my site, my bar and my dayparts, using only my real numbers.

Follow these rules for the whole conversation:
1. Use only numbers I give you, or numbers you calculate from mine with the formulas below. Never invent a rent, wage, drink cost, ticket, order count, foot traffic count, percentage or benchmark.
2. The numbers in the kit, including the example shop's dayparts, bar speed and drinks, are worked examples. Never use them as my numbers, not even as a placeholder.
3. If a number you need is missing, ask me for it. If I ask you to estimate or use typical figures, write [NEED: ...] and tell me which quote, traffic count, sales report or calculation gives the real number. Label my own estimates MY ESTIMATE.
4. Use these formulas exactly, and show your arithmetic for every number you calculate:
- Monthly sales for a sales line = units times average ticket times days open in the month (or times 1 for units counted per month). Days open in a month = days open per week times 52 divided by 12. Each month's expected sales = full-run counter, mobile and retail sales times the ramp percentage times the seasonal percentage, plus confirmed catering as booked. Unconfirmed catering stays out of the expected case.
- Net sales exclude sales tax. Labor = barista and manager wages, payroll taxes and benefits, plus a market wage for the owner's management time (line 4); the owner's hours on bar go in line 3 (minimum crew) or 14 at a barista's wage. Shift hours count as cash even if I skip my own pay, so the plan still holds when I step back from the bar; only line 4 may go undrawn, and Tests 1 and 6 count it anyway.
- Contribution margin ratio = 1 minus variable cost share; a line's contribution = its sales times its own ratio. Operating break-even sales = fixed costs divided by contribution margin ratio. Cash break-even sales = (fixed costs with line 4 even if I do not draw it, plus monthly loan principal and any recurring other cash out) divided by contribution margin ratio; only the cash forecast drops an undrawn wage. A blended ratio holds only at its own sales mix: name that mix beside each break-even, and recompute from each line's own contribution when a what-if changes one line. Loan interest is fixed; principal is not an operating cost, so it never enters operating break-even or operating profit.
- Weekly = monthly times 12, divided by 52. Daily = weekly divided by days open per week.
- Break-even orders per day = (daily fixed costs, principal and other recurring cash out minus the daily bean and catering contribution, each line at its own ratio) divided by the contribution from one average counter and mobile ticket; the worked example gives beans and catering the blended ratio. If the other lines already cover fixed costs and principal, report 0 and say so; never report a negative break-even count. Daily order capacity = for each staffing period, (drinks the bar completes per hour with that crew divided by drinks per average order) times the hours in that period, added up, an estimated ceiling to plan below, with the busiest hour checked on page 7.
- Rent share = line 1 divided by net sales. Planning debt service coverage, before income tax and equipment replacement = (full-run sales times contribution margin ratio, minus fixed costs other than loan interest) divided by (loan interest + loan principal).
- Month-12 run rate = average monthly sales over a year at month 12's ramp and bookings, seasons applied (not month 12's own sales). Test 1 needs that rate at or above cash break-even and my floor held 24 months; Test 3, coverage at full run and at that rate.
- Test 6 = 12 months of (full-run sales minus their variable costs, minus full-run fixed costs, line 4 included, minus principal), seasons applied to every sales line but booked lines, which run in their own months, and seasonal fixed lines at each month's amount. The cushion to set aside = the largest fall in running net cash from a high to any later low, the year run twice so a dip can cross into month 1 (zero if it never falls).
- Full-run figures (break-even, coverage, floor) take booked lines at full bookings averaged over 12 months, a late-starting fixed line at its full amount, and a seasonal fixed line at its year average.
- For pages 7, 9 and 10, use the formulas printed on those pages of the attached kit, exactly as written, with my own figures.
- Cash forecast: closing cash = opening cash + cash in minus cash out. Month 1 opening cash = cash on hand on opening day after startup spending is paid. Place every receipt and payment (deposits, supplier invoices, startup bills, funding) in the month the cash moves. Income tax set-aside, equipment replacement and stock build-up go in their own row. Enter catering and office invoices in the month the cash actually lands. In the slow-start case, every month's sales, catering included, are the tested share of expected sales; fixed costs, other cash out, principal, bills and funding stay as planned; all variable lines fall with sales, each figured from the slow-start sales of the same month, on the same payment timing as the expected case (fair because line 14 holds only hours I would cut). Runway = the number of consecutive future months, counted from the latest closed month (before opening, from opening day), before the first month in which closing cash falls below my cash floor.
(Continued on page 17.)

PAGE 17

The prompt, continued

Paste this part directly after the rules on page 16, as one message.

5. Do not give legal, tax, licensing, permit, health code, food safety, employment, wage or lease advice. Do not name laws, license or permit types, agencies, government fees or wage rates, even as examples. When my question touches these, write only "Review this with a qualified professional" and continue with the rest. You may record and use figures I give from my own records, such as my sales tax rate and when I remit it, without checking, interpreting or advising on them.
6. Do not quote statistics, studies or sources that are not in the kit. For the market and marketing sections, use only what I tell you, and list the local facts I should gather, such as foot traffic by hour and nearby competitors.
7. Work every total line by line and recheck it in total. In the cash forecast, show the arithmetic for month 1, one later month and the year total; give plain numbers for the other months.
8. If a formula would divide by zero or a contribution margin is zero or below, write N/A, say why, and do not continue that calculation. If my lender defines coverage differently, show both results and label each. If cash never falls below my floor in the forecast, write the runway as more than 24 months; otherwise give the runway in months and, separately, the first month below it, counting year 2. With no loan, Test 3 passes.
9. Use business figures only. Do not ask for names, home addresses, bank account or tax ID numbers.
10. Mark every output: Draft for my own planning. Not for a lender or investor until a qualified accountant has reviewed it.
11. If your full answer would be very long, deliver outputs 1 to 4 first, then stop and ask me to type "continue" for the rest.
12. Build the cash forecast month by month from the sales build, the cost lines, my payment terms and my opening cash; it does not need the inputs for pages 7, 9 and 10. Each month: cash in = sales receipts plus money arriving; cash out = each variable cost, calculated from the sales that created it and placed in the month it is paid under my terms, plus fixed costs (lines 1 to 12, with line 4 only if I draw it in cash), plus loan principal, startup bills and other cash out. Loan interest is already in line 5; never add it again. Supplier payments follow the cost of what I sold plus any stock build-up I give; if I buy ahead or carry supplier balances, ask me for purchases and payments by month instead. If you can run code, do every calculation in code.

Step 1. Before you write anything else, ask me for the inputs below in three rounds, one message per round. Ask round A as one numbered list, then wait for my answers. When I answer, ask round B and wait; then round C and wait. Start Step 2 only after I answer round C.
Round A, sales, capacity and evidence:
a. Concept, guest, dayparts, location and seat count, and whether I take mobile and delivery orders.
b. Sales build: for counter and mobile orders (orders per day), retail beans (bags per month) and catering (orders booked for each month), the average ticket for each, days open per week and opening hours; a ramp percentage for every month from 1 to 12 (ask me to confirm any month I leave out); a seasonal percentage for each month; and the slow-start percentage I want to test (this kit sets a 70 percent stress test, a kit rule rather than my estimate; use it unless I give evidence for a higher share). Give counts at full run, with month 1 as my opening month. Give the evidence behind each count (site counts, comparables, signed orders or my history), and for each booked line (catering and office orders) its bookings, and its count once fully booked, for each month 1 to 12.
c. For each staffing period, its hours and the drinks my bar completes per hour with that crew, and how many baristas that crew is; drinks per average order; counter and mobile orders in my peak hour and how many such hours a day, for each daypart its hours, its share of full-run daily counter and mobile sales and its seated share; and, from my own counts at the peak, the seats taken at the busiest moment and the guests turned away or who left the line.
Then wait for my answers.
Round B, costs, the startup budget and my lender:
d. Startup budget: an amount and its source (contractor or equipment quote, or calculation) for each line on page 5, from build-out to the contingency.
e. Monthly fixed costs for each numbered line on page 8, from rent (line 1) to license renewals and other fixed costs (line 12), including loan interest and my market wage for management time (line 4; my hours on bar go in line 3 (minimum crew) or 14 at a barista's wage), whether I draw that wage in cash, and my monthly loan principal. Give interest and principal as year 1 monthly averages for break-even and coverage, and, for the cash forecast, any payment, fixed line or other cash line that changes in months 1 to 24 (a payment holiday, a balloon payment, a rent step) with its month.
f. Variable cost shares of net sales for lines 13 to 17: line 13, coffee, milk, food, cups and retail beans; line 14, hourly barista labor above the minimum crew, with payroll taxes; line 15, card and mobile-ordering fees; line 16, delivery-app commissions (blended share of all sales); line 17, loyalty rewards redeemed (sales booked before redemptions); and any sales line whose own shares differ, given for that line.
g. For prime cost: beginning and ending inventory of coffee, milk, food, cups and retail beans, deliveries for the week, labor for the week including payroll taxes and benefits, excluding tips that pass straight to baristas, and net sales for the week (weekly owner wage: line 4 from item e, times 12, divided by 52).
h. For one item: each ingredient's purchase price and unit, yield and portion, plus packaging, and the item's price.
i. The debt service coverage ratio my lender requires and how the lender calculates it, if I know them.
Then wait for my answers.
(Continued on page 18.)

PAGE 18

The prompt, last part

Paste this part directly after the text on page 17, still as one message.

Round C, cash timing, sales tax, deposits and Gate 0:
j. Payment terms: when guests and catering clients pay me (at the counter, through mobile ordering, or on invoice and how many days later), deposits I collect or pay and when, and when I pay my coffee, milk and pastry suppliers.
k. For every other cash line (payroll, card settlements, insurance, loan payments, rent and fixed bills), when it is paid, or confirm it is paid in the month it is incurred.
l. Monthly cash out beyond operating costs: income tax set-aside, espresso machine and equipment replacement and stock build-up.
m. Cash on hand on opening day after all startup spending, build-out bills still to pay by month, owner money or loans still to arrive by month, and my minimum cash floor (at least one full-run month of fixed costs plus principal).
n. If I am already open: what customers owe me and what I owe suppliers and staff, each by the month it will be paid, deposits I already hold, and sales tax already owed with its payment month.
o. Sales tax: the rate I collect on taxable sales, from my own registration, which sales lines (or what share of each) are taxable, and when I remit what I collect (each month, each quarter or another schedule), so the forecast holds collected tax apart until it is paid.
p. Gate 0: which agreements, quotes and approval requirements I already have in writing.
Then wait for my answers.

Step 2. When I answer, produce these as plain tables I can copy back into the kit:
1. Business plan sections 1 to 8 for my coffee shop, drafted from my answers, with gaps marked [NEED: ...].
2. The sales build by sales line and month, with annual sales and the capacity check from page 6.
3. The completed startup budget with the total, listing build-out and equipment first. Size the reserve by the page 5 rule; if I gave another, show both and the result for each.
4. Operating and cash break-even per month, per week and per day open; break-even orders per day (use cash break-even); rent share and planning debt service coverage at full-run sales, labeled before income tax and equipment replacement, and on my lender's definition too if I gave it.
5. The 12-month cash forecast for the expected and slow-start cases, in thousands of dollars to two decimals (51.25 means $51,250) to match the kit, with, for each case, the first month below my cash floor and the first month below zero, and the runway; the second year's lowest closing cash (month 12's ramp and bookings held, each month with its own season, not a flat average); any extra reserve the slow start needs; and the Test 6 cushion, with whether the page 5 buffer covers it (add any excess to the reserve). Add a sales tax memo for each month: collected, remitted, and owed at month end (last month's owed + collected minus remitted), kept out of closing cash.
6. Bar capacity against peak load, the orders over capacity, and revenue per seat-hour for each daypart.
7. Weekly prime cost and prime cost share, if I gave its inputs.
8. The drink cost card for that item, with cost as a share of price.
9. The kit's page 4 check: Gate 0 and pass or fail for each of the six tests with the reason (if Gate 0 fails, the result is not ready), and the overall result: not ready if Gate 0 fails, with no color; otherwise green, amber or red under the page 4 rules.
10. A final checklist: every MY ESTIMATE figure, every [NEED: ...] gap, every traffic count or quote I should verify, and every question that needs a qualified professional.

WHEN THE ANSWER COMES BACK

Copy each table into the matching kit page in pencil. Check every [NEED: ...] gap and MY ESTIMATE figure, starting with orders per day and the bar's capacity, before anyone sees the plan, and recheck the page 4 result with a calculator.

The worked example's twelve-month forecast, filled in

The page 12 example entered on the page 11 form, month by month, in dollars. Parentheses mean minus. Each column adds up as printed, so a row can move by a dollar between months with the same sales; each closing balance becomes the next month's opening cash. Cash floor $24,099.

LINE ($)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
EXPECTED CASE												
Opening cash	**78,400**	**70,150**	**63,958**	**58,601**	**53,669**	**49,895**	**48,204**	**48,441**	**50,415**	**54,177**	**59,482**	**59,990**
In: sales receipts	34,231	38,675	40,481	41,397	43,897	48,397	52,563	56,313	60,174	63,507	53,147	50,897
In: owner money and loans received	0	0	0	0	0	0	0	0	0	0	0	0
Out: coffee, milk, food, cups, fees, commissions and rewards (lines 13, 15 to 17)	12,563	14,194	14,856	15,193	16,110	17,762	19,291	20,667	22,084	23,307	19,505	18,679
Out: payroll, line 4 if drawn in cash (lines 3, 4, 14)	19,419	20,174	20,483	20,637	21,062	21,827	22,536	23,173	23,829	24,396	22,635	22,253
Out: rent and common area charges (line 1)	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800
Out: other costs, with loan interest (lines 2, 5 to 12)	5,201	5,201	5,201	5,201	5,201	5,201	5,201	5,201	5,201	5,201	5,201	5,201
Out: income tax set-aside, equipment replacement, stock build-up (none in the example; see below)	0	0	0	0	0	0	0	0	0	0	0	0
Out: loan principal	498	498	498	498	498	498	498	498	498	498	498	498
Out: startup bills still to pay	0	0	0	0	0	0	0	0	0	0	0	0
Net cash flow (in minus out)	**(8,250)**	**(6,192)**	**(5,357)**	**(4,932)**	**(3,774)**	**(1,691)**	**237**	**1,974**	**3,762**	**5,305**	**508**	**(534)**
Closing cash, expected	**70,150**	**63,958**	**58,601**	**53,669**	**49,895**	**48,204**	**48,441**	**50,415**	**54,177**	**59,482**	**59,990**	**59,456**
SLOW-START CASE (70 PERCENT OF EXPECTED SALES IN EVERY MONTH)												
Opening cash, slow start	**78,400**	**65,395**	**53,831**	**42,852**	**32,170**	**22,298**	**13,884**	**6,821**	**973**	**(3,623)**	**(7,140)**	**(14,014)**
Sales receipts, slow start	23,962	27,073	28,337	28,978	30,728	33,878	36,794	39,419	42,122	44,455	37,203	35,628
Out: variable costs, slow start (lines 13 to 17)	12,868	14,538	15,217	15,561	16,501	18,193	19,758	21,168	22,619	23,873	19,978	19,132
Out: fixed costs (lines 1 to 12), principal, bills, less funding	24,099	24,099	24,099	24,099	24,099	24,099	24,099	24,099	24,099	24,099	24,099	24,099
Net cash flow, slow start	**(13,005)**	**(11,564)**	**(10,979)**	**(10,682)**	**(9,872)**	**(8,414)**	**(7,063)**	**(5,848)**	**(4,596)**	**(3,517)**	**(6,874)**	**(7,603)**
Closing cash, slow start	**65,395**	**53,831**	**42,852**	**32,170**	**22,298**	**13,884**	**6,821**	**973**	**(3,623)**	**(7,140)**	**(14,014)**	**(21,617)**
STEADY-STATE YEAR FOR TEST 6 (RAMP DONE, SEASONS IN; NOT THE FORECAST YEAR)												
Net cash flow, steady-state year	**2,038**	**2,038**	**752**	**(534)**	**(534)**	**752**	**2,038**	**3,324**	**4,610**	**5,896**	**752**	**(534)**

Reading this forecast. It is in whole dollars, rounded so each column adds up, so a row can differ by $1 between like months; the page 11 form uses thousands. The floor is cash you never plan to spend. The page 5 buffer holds one more month of fixed costs and principal above it, so a small miss spends the buffer, not the floor. The opening cash was sized by the two passes on page 5, buffer included. The example sets aside no income tax (it depends on the owner's whole return, so take the figure from your accountant), replaces no equipment in its first two years and builds no stock beyond the opening stock in the startup budget; enter your own amounts. Second year at the month-12 run rate (about $55,758 a month, against month 12's own $50,897): closing cash runs $61,494 in month 1 and $80,057 in month 12, lowest $61,494 in month 1, above the floor. Sales are net of sales tax, and the example pays each month's tax in the month it is collected, so it owes none at any month end; enter your own rate and payment timing in the page 11 memo rows. If you borrow the reserve, add its interest and principal to the forecast and run both passes again. The slow start lets variable costs fall with sales, which is fair only because hours you cannot cut sit in line 3; waste or purchases you cannot cut make a real slow start worse.