Nail Salon Business Plan and Operations Starter Kit

A working kit for independent nail salons. It prices every service by its table or chair minutes, product cost and technician pay, builds the active client base month by month from new clients and the ones who stop rebooking, checks manicure tables and pedicure chairs separately, compares commission, hourly pay and station rent, and scores the plan on six pass-or-fail tests.

NAIL SALONS
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PAGE 2

Start here

A nail salon can run a full Saturday and still come up short when rent is due. Pedicure chairs fill while manicure tables sit empty, and regulars drift away quietly between fills. This kit writes those numbers down and tests them before a landlord or a lender asks.

WHAT IS INSIDE

3	Business plan, part one: services and clients, tables and chairs, positioning, prices
4	Business plan, part two, and the six-test pass or fail check
5	Startup budget: chairs, tables and build-out, fittings, pre-opening, working capital
6	Sales forecast builder for services and retail, the client build, season, capacity check
7	Services by price, station minutes, gel and polish, pay, hours booked and the capacity check
8	Operating and cash break-even, break-even clients, rent share and debt coverage
9	Regulars month by month, the repeating year, how long a regular stays and her value
10	One technician's month: commission, hourly plus commission or station rent, at full run and 70 percent
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	Checkout and month-end checklists, weekly numbers review and six questions to investigate
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 services and retail on page 6 and 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. Prices, the service menu and the technician roster move before the doors open, and every worksheet expects your own figures.
3. Once open, run the page 14 checklists at every checkout and the numbers review weekly. Fill page 7 at each month end and post page 9 as clients book, rebook and drift away.

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 nail salon questions published at businessconsultant.services; the answer is general guidance, not a research finding.
- **The six questions** on page 14 were drafted by AI models from World Consulting Group desk research and challenged by a second AI model. None was measured in the field, so treat them as hypotheses to test, not findings.

SCOPE

This kit gives general operational information. It is not legal, tax, accounting, employment, pay-plan and station-rent or financial advice. Licensing, sanitation, worker status, station-rent and tip requirements vary by location; the kit states no rule. Review them with qualified professionals before you commit money.

PAGE 3

Business plan, part one

A bank or a landlord wants to know whether tables and pedicure chairs earn enough for rent, the desk and loan payments before regulars settle. Answer each point briefly here, then write the full sections on their own pages.

1. Executive summary (write it last)

Sum up the salon, its clients, the money required and where each dollar goes, from pedicure plumbing to the first commission run; name the month page 6 first covers the page 8 cash break-even, and give the page 4 result.

2. Services, prices and clients

List each service on the menu, its price with typical nail art, and the minutes it ties up a table or a pedicure chair. Then write, in clients' own words, why they come back at their normal two-to-four-week interval.

3. Positioning, tables and chairs

Name the clients the salon is built for, from gel regulars to pedicure walk-ins, and the ones it is not. Count manicure tables and pedicure chairs apart, with their open hours and the technicians who work them.

4. Services, minutes and prices

Beside each service, write the price with average art, the minutes it holds a table or chair including turnover, and the gel or polish it uses. A price lifted from the salon next door, without minutes, is only a guess.

SERVICE	PRICE	STATION MINUTES WITH RESET	PRODUCT COST

> *Owner question: our pedicure chairs are booked solid every weekend, so should I add two more chairs before I fix anything else?*
> Check one thing before ordering chairs: a packed weekend can hide idle weekday tables and first-time guests who never return for a fill. Fill the page 7 table for tables and chairs apart, set their peak-month hours against hours open, and count first visits that rebooked before you spend on chairs.

PAGE 4

Business plan, part two

5. Operations

Describe a day from opening to close: who opens, how the desk handles bookings and walk-ins, and how stations turn between clients. Name who runs the salon when you are away.

6. Team

List every role, its hours and its pay plan, including a market wage for your own hours. Name the technician whose departure would take the most regulars with her.

7. Marketing and sales

Explain where new clients come from and how a first visit becomes a standing fill. Measure whether new clients cover the regulars who stop coming.

8. Financials and funding

Attach pages 5, 6, 8 and 11 and the result below, with the money needed, its sources and its runway.

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

TEST	PASS?
Gate 0. Booked first appointments, quotes for the chairs, tables and build-out, the lease and the requirements of every registration the salon needs are in writing, reviewed by a qualified professional where needed.	
1. In the expected case, sales reach cash break-even at the month-12 run rate (page 8) and closing cash, payment timing included, holds your 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. Peak-month appointments fit the tables and the pedicure chairs, each on its own, and technician hours fit the roster (pages 6, 7 and 9); the client base reaches break-even (page 8).	
5. Booked first appointments and a written list of committed regulars back the opening months; followers forecast inquiries, not clients.	
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 a lease or a build-out contract. **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 chair supplier, the contractor, the insurer or the landlord, or a documented calculation. Nail salon budgets break on plumbing for the pedicure chairs and ventilation, so leave no line blank without a reason.

LINE ITEM	INITIAL ESTIMATE	QUOTE OR SOURCE	APPROVED BUDGET	ACTUAL OR COMMITTED
CHAIRS, TABLES AND BUILD-OUT				
Build-out, plumbing, ventilation and lighting				
Pedicure chairs				
Manicure tables				
Dust and vapor capture units at the tables				
LED and UV lamps				
FITTINGS AND SETUP				
Furniture and tools				
Signage				
Point-of-sale hardware				
Lease deposit and first month				
PRE-OPENING				
Pre-opening payroll and hiring				
Launch marketing, website and booking listings				
Opening product and retail stock				
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 clients, so build them from booked first appointments and the stations you can fill, not from the rent you need to cover. Count active clients first, month by month from page 9, then add retail.

```
Monthly sales for a line = units times average spend 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 SPEND	DAYS OPEN PER MONTH (OR 1 FOR MONTHLY UNITS)	MONTHLY SALES
Nail services	active clients				
Retail nail care	items				

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 = active clients at month end on page 9 times the monthly spend per active client (no separate ramp), plus retail at full run times ramp (the share of full-run volume the client record has reached) times season. Use 100 percent where a factor does not apply. The build, ramp and season are your assumptions; write down the evidence for each, such as booked first appointments.

CAPACITY CHECK

```
Station hours open per month = stations of each kind x hours open a day x days open a month; technician hours per month = the sum over technicians of hours a day times days a week, times 52, divided by 12; hours needed in the peak month = the station hours on page 7 at the steady-cycle client base (page 9)
```

Write how many manicure tables and pedicure chairs the salon runs, the hours they are open, and each technician's hours a day and days a week. Take the month the page 9 client base peaks at its steady-cycle level; the season list moves retail only. Add the hours that month's appointments need on each station kind (page 7), and set them against that kind's hours open and the hours the technicians can work. If either kind runs short, the plan is wrong, however full the weekend looks.

PAGE 7

Services, table and chair hours, and takings

A table or a pedicure chair earns only while a client is in it. A ninety-minute full set and a seventy-minute pedicure must each cover rent, gel and the technician, and a quiet Tuesday hour covers nothing.

```
Appointments a month = regulars x appointments per regular a month (a mani-pedi books two); station minutes = service minutes + turnover; hours booked = appointments x station minutes / 60
Weighted ticket = each service price x its share of appointments, summed; spend per regular a month = appointments per regular x weighted ticket; contribution a month = appointments a month x (price less gel and polish, technician commission, and its own card fees and disposables, 4.8 percent); load = hours booked / hours open; takings per open hour = a station kind's service sales / its open hours
```

WORKED EXAMPLE: A SETTLED MONTH AT THE TABLES AND IN THE CHAIRS (ILLUSTRATIVE)

SERVICE	STATION	SHARE	APPOINTMENTS A MONTH	MINUTES WITH TURNOVER	STATION HOURS	PRICE	GEL AND POLISH	TECHNICIAN PAY	CONTRIBUTION	PER STATION HOUR
Manicure	Tables	8%	116.7	40	78	$27	$1.25	45%	$1,436	$18.46
Gel manicure	Tables	22%	320.8	60	321	$44	$3.00	45%	$6,123	$19.09
Pedicure	Chairs	40%	583.4	70	681	$43.50	$3.25	45%	$10,844	$15.93
Full set, acrylic or gel	Tables	10%	145.8	90	218	$62	$5.00	45%	$3,809	$17.42
Fill	Tables	20%	291.7	65	316	$39.25	$2.75	45%	$4,945	$15.65

STATION	UNITS	OPEN HOURS A MONTH	BOOKED HOURS, SETTLED MONTH	LOAD	LOAD IN THE PEAK MONTH	TAKINGS PER OPEN HOUR
Tables	8	2,080	933	45%	46%	$18.15
Chairs	6	1,560	681	44%	45%	$16.27
Tables and chairs together	14	3,640	1,614	44%	46%	$17.34

900 regulars at 1.62 appointments each fill 1,458.4 appointments a month; the weighted ticket of $43.29 sets the service line on page 8 at $70.13 per regular a month. Gel and polish take 7.2 percent and commission 45.0 percent of service sales (page 10); page 12 shows the blends, 8.47 and 43.65 percent. Across tables and chairs, service sales average $17.34 for every open station hour; an unsold hour takes in nothing. In contribution per booked hour, gel manicure earns the most ($19.09) and fill the least ($15.65). Prices carry the average nail art and add-ons, about 10 percent of service sales; a mani-pedi visit books two appointments, one at a table and one in a chair.

YOUR SERVICE MENU

SERVICE	STATION	SHARE	APPOINTMENTS A MONTH	MINUTES WITH TURNOVER	STATION HOURS	PRICE	GEL AND POLISH	TECHNICIAN PAY	CONTRIBUTION	PER STATION HOUR

CAPACITY CHECK

Use the month the page 9 client base peaks at its steady-cycle level, since the season list moves retail only, and convert its appointments into table hours and chair hours with the page 7 minutes. Hold each kind against its own open hours, then hold the total against what the technicians can work. A shortfall on either kind means another station, another technician or longer hours, however packed Saturday looks.

```
Peak-month table hours = settled table hours x the peak month's book over the settled average, against the table hours open; the same for pedicure chairs; peak-month technician hours = all station hours booked that month, against people x hours a day x days a week x 52 over 12
```

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. A line that starts or steps up during year 1 goes in at its amount once in place; page 11 uses each month's amount.

FIXED COSTS PER MONTH	PER MONTH
1. Salon rent, 1,500 square feet	
2. Liability, property and professional insurance	
3. Salon manager and front desk, salaried, with payroll taxes and benefits (the minimum staff)	
4. Owner's market wage	
5. Loan interest (build-out and equipment loan)	
6. Utilities, water, phones and internet	
7. Marketing, website and booking listings	
8. Booking, point-of-sale and payroll software	
9. Accounting, bookkeeping and bank fees	
10. Towels, laundry, cleaning and repairs	
11. Education and team training	
12. Payroll taxes on commission at full run and other fixed costs	
Total fixed costs	

VARIABLE COSTS AS A SHARE OF NET SALES	SHARE
13. Polish, gel, acrylic and retail product cost	
14. Technician commission above the salaried staff	
15. Card processing fees	
16. Disposables: files, buffers, liners and towels	
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 active clients = (fixed costs with line 4 even if undrawn, plus principal, minus retail
contribution, own shares) divided by one client's monthly contribution (spend x its own ratio, page 9);
0 if covered
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 active clients (use cash break-even)	one figure per month		
Rent share and debt service coverage at full-run sales		ratios, monthly only	

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

PAGE 9

Regulars: who books, who drifts, who stays

Each client's own two-to-four-week interval sets her lapse flag; two missed fills in a row count as a lapse.

```
Regulars at month end = regulars on the 1st less those lost at the lapse rate, plus newcomers, never above what tables and chairs seat
Settled book = the settled rows, run until each December repeats; typical stay = 1 over the lapse; value of a regular = spend a month x months she stays x contribution ratio
```

WORKED EXAMPLE: THE BOOK FROM AN EMPTY JANUARY OPENING (ILLUSTRATIVE; REGULARS ROUNDED)

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Newcomers	222	189	181	169	158	141	122	110	95	91	94	96
Regulars lost	0	22	39	53	65	74	81	85	87	88	88	89
Regulars on the book	222	389	531	647	740	807	848	874	881	884	890	897
Settled calendar: newcomers	70.0	75.0	95.0	105.0	110.0	105.0	95.0	90.0	80.0	80.0	85.0	90.0
Settled calendar: regulars	877	864	873	890	911	925	928	925	912	901	896	896

The salon opens in January with nobody on the book and wins 222 first-time guests who stay. This book feeds the nail services line on pages 6 and 11. Prebooked first visits are what Test 5 would need, and the example shows none. The 70 percent slow start shrinks each column to seven tenths, and year 2 replays the settled rows. No guest waits for a seat.

FIGURE	IN THE EXAMPLE	WHERE IT COMES FROM
Regulars lost a month	10%	Regulars first passing twice their own gap this month, counted once, over regulars on the 1st
Typical stay as a regular	10.0 months	One over the monthly lapse
Value of one regular over her stay	$302	Spend a month x 10.00 months x contribution ratio 0.430
Newcomers a month, Oct to Dec	93.7	Mean of the build's October, November and December
Newcomers that hold the book	90.0	Repeating-year mean: 10 percent lapse x the 900 settled average
Regulars in a settled year	900	90.0 newcomers a month x months a regular stays, or newcomers over the lapse
Advertising divided by all newcomers	$13	$1,200 of line 7 over all settled newcomers a month

YOUR OWN BOOK OF REGULARS, JANUARY TO DECEMBER

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC

FIRST VISITS AND LOST REGULARS

Jot down the channel that brought each newcomer and what a lost regular told the desk; that is her account, not a confirmed cause.

MONTH	NEWCOMERS	REGULARS LOST	WHAT SHE SAID	SETS BEFORE SHE LEFT	HER TECHNICIAN

PAGE 10

Pay plans: commission, hourly and station rent

Whoever is paid how decides who eats the cost of a quiet Wednesday. Commission follows the sets and pedicures she actually does, a wage is owed for each scheduled shift, and a station renter takes on her own bookings and their risk.

```
Takings for one full-time technician = 173.3 paid hours a month x 77.6 percent booked x $39.12 per booked hour
On commission she gets takings x the rate; on a wage plus a lower commission she gets paid hours x $17.99 ($16.35 with 10 percent payroll cost) plus takings x the lower rate; as a station renter she keeps her takings and pays the weekly rent x 52 over 12; the salon keeps what is left after her pay, gel and polish, and card fees and disposables (4.8 percent), or just the rent
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WORKED EXAMPLE: ONE TECHNICIAN ON A FULL SCHEDULE, THREE WAYS TO PAY HER (ILLUSTRATIVE)

PAY PLAN	HER SERVICE TAKINGS A MONTH	WHAT SHE IS PAID	GEL AND POLISH USED	WHAT THE SALON KEEPS
45 percent commission, full run	$5,261	$2,367	$378	$2,263
$16.35 hourly with 15 percent commission, full run	$5,261	$3,907	$378	$724
$150 a week station rent, full run	$5,261 (kept by the renter)	hands over $650	$0	$650
45 percent commission, 70 percent start	$3,683	$1,657	$265	$1,584
$16.35 hourly with 15 percent commission, 70 percent start	$3,683	$3,670	$265	minus $428
$150 a week station rent, 70 percent start	$3,683 (kept by the renter)	hands over $650	$0	$650

Line 14 on page 8 is the commission plan, 45.0 percent of service takings, paid above the salaried manager and desk on line 3. In the 70 percent start her commission drops with her appointments, but a wage is still owed for every shift on the schedule. The example leases no stations; a renter would hand over $650 a month while her table still costs the salon about $682 a month in rent, utilities, desk and software.

HOW YOU PAY EACH TECHNICIAN

PAY PLAN	HER SERVICE TAKINGS A MONTH	WHAT SHE IS PAID	GEL AND POLISH USED	WHAT THE SALON KEEPS

BEFORE A TECHNICIAN SWITCHES PLANS

Put one technician's actual takings, scheduled hours and rebook share into this table before her plan changes, and repeat it for the person likely to fill her table. Pay plans, station leases and tip handling each carry worker-status, payroll and agreement questions set locally, so a qualified professional should read any change before it is signed.

PAGE 11

Twelve-month cash forecast

Rent and payroll leave while the client base still fills. Enter $000 (51.25 means $51,250), receipts net of sales tax; collected tax stays out of closing cash.

EXPECTED CASE ($000)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Opening cash												
In: takings, in the month each payment lands, net of sales tax												
Memo, not cash: sales this month (page 6)												
In: owner money and loans received												
Out: product cost, fees and disposables (lines 13, 15, 16)												
Out: payroll, line 4 if drawn in cash (lines 3, 4, 14)												
Out: salon rent (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												
Memo: prepaid balances = last month's + sold minus redeemed												
SLOW-START CASE												
Sales receipts, slow start												
Out: variable costs, slow start (lines 13 to 16)												
Out: fixed, principal, bills, less funding												
Net cash flow, slow start												
Closing cash, slow start												

Month 1 opening cash is cash on the first day the salon opens 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. Technicians, the front desk and suppliers are paid in the month of the work. 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 what the first quarter costs

```
Runway = the number of consecutive future months, counted from the latest closed month (before opening,
from the first day the salon opens), before the first month in which closing cash falls below your floor
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Worked example: a hypothetical nail salon

Every number below is illustrative, made up for the polish-and-gel arithmetic; none is a salon benchmark. The manager and desk draw salaries from month 1; technicians earn commission on finished appointments. Cash floor $22,176. Clients pay for services and polish at the front desk; technicians, the desk and the gel supplier are settled in the month the work happens; the owner takes her market wage in cash.

Page 5, budget	Doors, chairs, tables and reserve together cost $239,000, paid for by a $147,000 loan (10.5 percent over 10 years) and $92,000 from the owner's savings, which also hold a $77,400 cushion banked while the first regulars arrive. That reserve comes from the two page 5 passes: floor $22,176, then one more month of costs, $22,176, plus $33,028 (how far the first pass sinks when opened empty), rounded up to $77,400.
Page 8, costs	The fixed lines total $21,444 a month, including $3,850 of rent for the 1,500 square feet and $1,252 of interest on the build-out loan; principal $732 a month (both averaged over year 1); variable lines claim 56.9 percent, leaving a contribution margin ratio of 0.431. Gel and polish, commission, card fees and disposables take 8.47, 43.65, 2.8 and 1.94 percent of sales. Fixed lines 1 to 12 stand at $3,850, $450, $3,850, $5,042, $1,252, $1,700, $1,200, $150, $350, $500, $100 and $3,000 a month.
Page 8, break-even	The salon breaks even on operations at roughly $49,708 a month. Cash break-even (fixed $21,444 plus principal $732, divided by 0.431) is about $51,405 a month: 704.6 regulars a month on the service line once polish and care sales add theirs, so 705, against the settled-year average of about 900 regulars (928 at the settled peak).
Page 6, sales	Nail services: 928 active clients a month at $70.13 each at the settled-cycle peak; year 1 follows the page 9 build from 222 active clients in January. Retail nail care: 130 items a month at $15. A settled month averages about $65,083, with the regulars line at its settled-year average (nail services 900.22 active clients a month); retail ramp 25, 43, 59, 72, 82, 90, 94, 97, 98, 98, 99 percent of polish volume through November, then all of it; season 85, 88, 95, 100, 105, 100, 95, 92, 90, 92, 103, 155 percent by month, on polish and care only; services follow page 9.
Page 19, expected case	Opening-month takings come to $15,982; the first month ends at $62,116, and the twelfth month at $80,000. The lowest balance falls in month 4, closing $44,372, $22,196 above the floor line.
Page 19, slow start	If every service and polish sale runs at 70 percent of plan, opening-month takings come to $11,187; the first month ends at $60,048, and the twelfth month at minus $614. The balance first goes under the floor in month 5 (closing $21,677) and under zero in month 12 (closing minus $614), which gives a runway from the first appointment of 4 months.
Page 8, coverage	On settled takings of $65,083, planning coverage, before income tax and chair replacement, reads 3.97 against the 1.25 the example bank requires; at the month-12 run rate it reads 3.97, and Test 3 needs each to clear. Rent takes about 5.9 percent.

PAGE 4 RESULT FOR THIS EXAMPLE: AMBER

For this salon, Gate 0 is taken as met. Test 1 passes: the month-12 run-rate average is about $65,083 a month, above the $51,405 break-even; the balance stays above the floor through year 2 (low point $85,064, the first month of year 2). (Aside: cash break-even arrives in month 5.) Test 2 fails: at 70 percent of every set and polish sale, the balance sinks below the floor in month 5; about $22,800 more opening cash would cover it. Test 3 passes on the kit's planning formula; a bank may compute its own. Test 4 passes (settled year): with the client base at its high point in month 7, about 928 active clients book 1,503 appointments (retail alone peaks in month 12, season 155 percent); the busiest stations, the tables, run at 46 percent (962 of 2,080 hours open), and the technicians need about 1,660 hours against the 2,080 the roster fields (12 people, 8 hours a day, 5 days a week). Test 5 fails because no first visits are booked on paper yet. Test 6 passes: a settled year of fills, pedicures and polish leaves about $70,807 after principal, and no settled month dips below zero, so no cushion is added. Keep that apart from the opening year: page 19's first year leaves about $2,600 in cash while an empty January book fills. Page 19 saves nothing for income tax, a new pedicure chair or extra polish; a real plan enters its own. A salon that opens with no regulars pays for empty tables while the book fills.

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 RESULT (FULL-RUN MONTHLY CHANGES; DEADLINES RERUN; SLOW-START LOSSES SCALE WITH SALES)

CHANGE	MONTHLY CASH	CASH BREAK-EVEN AND DEADLINE
Sales volume 10 percent lower (variable costs fall; fixed stay)	minus $2,808	Expected case holds the floor
Nail services: average spend 5 percent higher, same volume (only sales-linked fees rise)	plus $1,585	Break-even active clients fall from 704.6 to 665.8 a month, so from 705 to 666: per-unit costs stay the same, so the ratio rises from 0.431 to 0.435 on the new sales (sales-linked fees, lines 14, 15 and 16, take 49.8 percent of each added dollar)
The fixed lines total $500 lower	plus $500	Cash break-even falls to about $50,246
Monthly lapse 2 points higher (10 to 12 percent; about 97 fewer active clients by month 12, $3,756 a month less on average in year 2)	minus $3,756	Expected case still clears the floor; slow start deadline unchanged (month 5)
New clients 25 percent lower in months 1 to 3 (about 51 fewer active clients by month 12; $1,551 a month less at full run)	minus $1,551	Expected case still clears the floor; slow start below the floor in month 4 (closing $19,119)
A technician leaves and 75 active clients follow her ($5,260 a month of service sales gone), from month 7 onward	minus $2,262	Expected case still clears the floor; slow start deadline unchanged (month 5)
No-shows and late cancellations take 6 percent of appointments (about 88 a month; $3,788 a month of sales), from month 1 onward	minus $1,629	Expected case still clears the floor; slow start deadline unchanged (month 5)
Gel, acrylic and polish cost 20 percent higher (7.2 to 8.6 percent of service sales; $907 a month)	minus $907	Cash break-even rises to about $53,121; expected case still clears the floor; slow start deadline unchanged (month 5)
Build-out overrun of $10,000 beyond the contingency, taken from the reserve	no change	Expected case still clears the floor; slow start below the floor in month 4 (closing $17,669)
Opening 3 months late (the salon space, insurance, loan interest and principal, $6,284 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 $28,143 in month 7 from the planned opening, $16,229 lower than on time; slow start below 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

Checkout and month-end checklists, weekly review, six questions

These lists run the front desk and the floor; they do not make a compliance program. Add any sanitation, safety or staffing step your location and advisers require.

AT EVERY CHECKOUT

- ☐ Book the next fill or pedicure before the card is run, at the gap her nails need.
- ☐ Credit each service, its art and any retail polish to the technician who did it.
- ☐ Note where every newcomer heard about the salon and the date of her first call.
- ☐ Write the next booking, or why none was made, on the client's card in the system.
- ☐ Tick table, chair or both on the ticket, so station hours stay honest.
- ☐ Offer a rebooking regular a referral card she may pass to a friend; never take a friend's details.

MONTH END AND LAPSED CLIENTS

- ☐ Line up hours booked against hours open for tables and chairs apart, weekday by weekday.
- ☐ Copy each newcomer and each lost regular onto the page 9 book.
- ☐ Flag regulars who first passed double their own usual interval this month, count each once, and call only those who agreed to calls.
- ☐ Lapse for the month = regulars newly flagged as lost, over regulars on the book when the month began.
- ☐ Set gel, acrylic and polish spend against service sales for each technician and flag the outliers.
- ☐ Once a technician gives notice, list her regulars from the salon's own records and contact those who gave permission.

WEEKLY NUMBERS REVIEW

MEASURE	TARGET	THIS WEEK	LAST WEEK	VARIANCE TO TARGET
Service sales per booked station hour, by technician				
Share of clients who rebook before leaving, by technician				
Table and pedicure chair hours booked against open hours, by weekday				
Newcomers by channel, and the share who booked a second visit				
Gel, acrylic and polish spend against service sales				
No-shows, late cancellations and walk-ins sent away				

SIX QUESTIONS TO INVESTIGATE

1. **Founder dependency.** When a client disputes a set or asks for a discount, does the desk call the owner every time, even on her day off?
2. **Reactive operations.** Across seven days, how often did a set run past its slot, a booked client fail to appear, or a walk-in leave unseated?
3. **Growth without structure.** What share of newcomers skip their first fill, and how many manicure table hours stand empty midweek?
4. **Talent and retention.** Which technician's regulars would book with her elsewhere if she left, and how many have sat at another table?
5. **Revenue plateau.** Did the average ticket rise over the last year, and how much of it is art, gel upgrades and add-ons?
6. **Systems gap.** Can the front desk produce today a list of regulars overdue by double their normal interval?

Hypotheses from AI-assisted World Consulting Group desk research, described on page 2. Check each one against a record: regulars exported from the booking software, the page 9 book, booked table and chair hours beside the schedule, or the gel and polish tally.

PAGE 15

Your first 30 days

WHEN	DO THIS
Week 1	Begin the weekly numbers review and record table and pedicure chair hours booked each day. Record any hours the owner works a station.
Week 2	Enter your own minutes, prices and gel cost in the page 7 table and circle the service that earns least per station hour.
Week 3	Log every first-time guest and every regular who dropped away in the page 9 table, and work out the lapse rate.
Week 4	Post real closing cash on page 11 and redo the runway. List the calls the desk may make without phoning you.
After month 1	Set each technician's rebook rate and station hours beside her page 10 pay plan and the page 6 roster.

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 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 Nail Salon 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 service pricing calculator from station minutes and product cost to a margin, a client and rebooking tracker, a pay-plan comparison for each technician, checkout checklists and hiring checklists. Release status is on the kit page.

SOURCES

World Consulting Group material. Origin of the questions: AI-assisted World Consulting Group desk research on nail salons, 2026, an internal working file that is not published, described on page 2; the questions are hypotheses and no figure in this kit comes from it. Nail salons owner questions, businessconsultant.services, 2026.

SCOPE AND DISCLAIMER

General information only. Not legal, tax, accounting, employment, pay-plan and station-rent 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 with your own figures; a copy-ready version is on the kit page.

BEFORE YOU RELY ON THE ANSWER

Check every total 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 client names, staff records or bank 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) an independent nail salon. I have attached the Nail Salon Business Plan and Operations Starter Kit from businessconsultant.services. Help me turn it into my own plan for my services, clients and technicians, using my numbers only.

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 price, wage, commission rate, lapse rate, station count, percentage or benchmark.
2. The numbers printed in the kit 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: ...] instead and tell me which quote, record or calculation will give me the real number. If I give you my own estimate, label it MY ESTIMATE.
4. Use these formulas exactly, and show your arithmetic for every number you calculate:
- Monthly sales = units a month times the average spend or price. Services follow the page 9 build (active clients x monthly spend); retail = full-run sales x ramp x season. Full-run sales, break-even and coverage take services at the settled-year average (page 9), not the planned count; their month-12 run rate repeats that settled year, scaled so December equals month 12's clients. Tips sit outside the model; have a qualified professional confirm their treatment.
- Net sales exclude sales tax. Labor = wages, payroll taxes and benefits, plus a market wage for the owner's management time (line 4); the owner's hours at a station go in line 3 at a market wage unless they move with sales (line 14). Shift hours count as cash even if I skip my own pay, so the plan still holds when I step back from the work; 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 active clients = (fixed costs with line 4 even if undrawn, plus principal, minus retail contribution, own shares) divided by one client's monthly contribution (spend x its own ratio, page 9); 0 if covered. If the other lines already cover fixed costs and principal, report 0 and say so; never report a negative break-even count. Station hours open per month = stations of each kind x hours open a day x days open a month; technician hours per month = the sum over technicians of hours a day times days a week, times 52, divided by 12; hours needed in the peak month = the station hours on page 7 at the steady-cycle client base (page 9).
- 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 the first day the salon opens 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. Open month 1 with the cash I give; the page 5 two-pass size is advice to report beside it, never a substitute. Place each receipt in the month my payment terms say; if a term is missing, mark [NEED: payment timing]. The worked example collects services and retail at checkout, sells no gift cards or packages, and pays payroll and suppliers in the month worked; record any prepaid cash when received, with no second receipt at redemption. In the slow-start case, every month's sales on every line 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 the first day the salon opens), 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, sanitation, worker status, station-rent and tip requirements, 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.
7. Work every total step by step and recheck it a second way. 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, with anonymous client IDs. Do not ask for names, phone numbers, addresses, bank account or tax ID numbers, or the names of my clients or staff.
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 needs only the page 7, 9 and 10 results I have given, not the full tables. 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. Services and prices, manicure tables and pedicure chairs with hours open, clients and where they come from, the technicians on the roster with paid hours a day and days a week, and days open per week.
b. Sales build: for services, each service's price with average nail art, its station (manicure table or pedicure chair), station minutes with the reset, product cost and share of appointments, the appointments a month an active client books (a mani-pedi counts as two), my monthly lapse rate, the clients I open with, my planned new clients for each month from 1 to 12, the recurring yearly new clients that hold full run, and the active clients the stations can serve; for retail, the items a month at full run and the average price, a ramp percentage of full-run volume for every month from 1 to 12 (ask me to confirm any month I leave out) and 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). Never daily; the page 9 build replaces the service line's count once fully booked. 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).
c. For each service: its station kind, price, service minutes, reset minutes, product cost per appointment and its share of appointments; the stations of each kind with hours open; visits a month per active client; the provider roster (people, hours a day, days a week).
Then wait for my answers.
Round B, costs, the startup budget and my lender:
d. Startup budget: an amount and its source (supplier quote, contractor quote, insurer quote, landlord quote or calculation) for each line on page 5, from chairs, tables and build-out to the working capital reserve and contingency.
e. Monthly fixed costs for lines 1 to 12 on page 8, including the salaried manager and desk, loan interest and my market 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. My market wage covers management time (line 4); my hours at a station go in line 3 at a market wage unless they move with sales (line 14).
f. Variable cost shares of net sales for lines 13 to 16: line 13, polish, gel, acrylic and retail product cost; line 14, technician commission above the salaried staff; line 15, card processing fees; line 16, disposables: files, buffers, liners and towels; and any sales line whose own shares differ, given for that line.
g. Confirm the lapse rate, the new-client plan and the client cap from item b; change nothing unless I say so.
h. How I pay each technician today or plan to, and for the comparison the commission rate, the hourly wage with its lower commission rate, and the weekly station rent I would consider (write none for a plan I will not consider); their paid hours a week; and the payroll taxes and benefits share.
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 clients pay (at checkout, or prepaid packages and gift cards and when they are redeemed), and when technicians, the desk and suppliers are paid.
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 and equipment replacement.
m. Cash on hand on the first day the salon opens after all startup spending, startup 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 nail salon, drafted from my answers, with gaps marked [NEED: ...].
2. The sales build by service line, retail line and month, with annual sales and the capacity check for tables and chairs from page 6.
3. The completed startup budget, line by line as on page 5, with the total. 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 active clients (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 memo rows for each month; they track amounts owed and do not change closing cash: sales tax collected, remitted and owed at month end (last month's owed + collected minus remitted), and unredeemed gift cards and prepaid packages (last month's + sold minus redeemed), services you still owe.
6. Service economics by price, minutes, product cost and provider pay, hours booked and utilization by station kind, revenue per available station hour, and the peak-month capacity check.
7. The 12-month client build (new clients, lapsed, active clients, percent of full run) and the settled year that repeats, the settled base against the plan, months a client stays, client value and marketing spend per new client.
8. One technician's month under each pay plan at full run and at the 70 percent start, what the business keeps, and line 14.
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 client count or pay term 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 the client build, the station minutes and the pay plans, 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 $22,176.

LINE ($)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
EXPECTED CASE												
Opening cash	**77,400**	**62,116**	**52,018**	**46,373**	**44,372**	**45,316**	**48,318**	**52,556**	**57,555**	**62,774**	**68,098**	**73,699**
In: sales receipts	15,982	28,007	38,326	46,765	53,587	58,362	61,238	63,007	63,520	63,760	64,381	65,910
In: owner money and loans received	0	0	0	0	0	0	0	0	0	0	0	0
Out: product cost, fees and disposables (lines 13, 15, 16)	2,085	3,658	5,040	6,179	7,109	7,712	8,051	8,263	8,316	8,361	8,529	9,134
Out: payroll, line 4 if drawn in cash (lines 3, 4, 14)	15,897	21,163	25,647	29,303	32,250	34,364	35,665	36,461	36,701	36,791	36,967	37,191
Out: salon rent (line 1)	3,850	3,850	3,850	3,850	3,850	3,850	3,850	3,850	3,850	3,850	3,850	3,850
Out: other costs, with loan interest (lines 2, 5 to 12)	8,702	8,702	8,702	8,702	8,702	8,702	8,702	8,702	8,702	8,702	8,702	8,702
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	732	732	732	732	732	732	732	732	732	732	732	732
Out: startup bills still to pay	0	0	0	0	0	0	0	0	0	0	0	0
Net cash flow (in minus out)	**(15,284)**	**(10,098)**	**(5,645)**	**(2,001)**	**944**	**3,002**	**4,238**	**4,999**	**5,219**	**5,324**	**5,601**	**6,301**
Closing cash, expected	**62,116**	**52,018**	**46,373**	**44,372**	**45,316**	**48,318**	**52,556**	**57,555**	**62,774**	**68,098**	**73,699**	**80,000**
SLOW-START CASE (70 PERCENT OF EXPECTED SALES IN EVERY MONTH)												
Opening cash, slow start	**77,400**	**60,048**	**46,327**	**35,723**	**27,669**	**21,677**	**17,126**	**13,440**	**10,286**	**7,287**	**4,361**	**1,628**
Sales receipts, slow start	11,187	19,605	26,828	32,736	37,511	40,853	42,867	44,105	44,464	44,632	45,067	46,137
Out: variable costs, slow start (lines 13 to 16)	6,363	11,150	15,256	18,614	21,327	23,228	24,377	25,083	25,287	25,382	25,624	26,203
Out: fixed costs (lines 1 to 12), principal, bills, less funding	22,176	22,176	22,176	22,176	22,176	22,176	22,176	22,176	22,176	22,176	22,176	22,176
Net cash flow, slow start	**(17,352)**	**(13,721)**	**(10,604)**	**(8,054)**	**(5,992)**	**(4,551)**	**(3,686)**	**(3,154)**	**(2,999)**	**(2,926)**	**(2,733)**	**(2,242)**
Closing cash, slow start	**60,048**	**46,327**	**35,723**	**27,669**	**21,677**	**17,126**	**13,440**	**10,286**	**7,287**	**4,361**	**1,628**	**(614)**
STEADY-STATE YEAR FOR TEST 6 (RAMP DONE, SEASONS IN; NOT THE FORECAST YEAR)												
Net cash flow, steady-state year	**5,064**	**4,708**	**5,033**	**5,613**	**6,292**	**6,663**	**6,693**	**6,581**	**6,185**	**5,864**	**5,812**	**6,301**

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. Variable costs use each sales line's own shares, so a month can differ by a few dollars from the blended share. 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 $65,083 a month, against month 12's own $65,910): closing cash runs $85,064 in month 1 and $150,807 in month 12, lowest $85,064 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.