Oil Change Shop Business Plan and Operations Starter Kit

A working kit for oil change shops. It prices every ticket from guide hours and one parts matrix, shows what a billed hour costs when a bay sits idle, turns payment at the counter into a cash pattern, finds cash break-even through the slow months, and scores the plan on six pass-or-fail tests.

OIL CHANGE AND QUICK SERVICE
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19 PAGES · PRINT IT, WRITE ON IT, KEEP IT
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PAGE 2

Start here

An oil change shop can be full on a Saturday and short of cash in January. Oil is bought by the case before the car arrives, three bays cost the same whether they are busy or empty, and a ticket that waits for a filter bills nothing. This kit writes those numbers down and tests them before a lender asks.

WHAT IS INSIDE

3	Business plan, part one: services, customers and lead sources, trade area, pricing
4	Business plan, part two, and the six-test pass or fail check
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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 ticket sales 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. Oil prices, filter numbers and the weather move before a lease is signed, and every worksheet expects your own figures.
3. Once you open, use the page 14 checklists on every ticket and the numbers review every week. Run the page 7 cost check when each ticket closes and update the page 9 parts table after every oil or filter price change.

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 oil change shop 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, safety and waste handling or financial advice. Insurance, equipment safety, used oil and filter handling, consumer authorization and warranty terms, and employment terms vary by location. Where they apply to your business, complete a compliance and registration review with a qualified professional. Review them with qualified professionals before you commit money.

PAGE 3

Business plan, part one

A lender opens this page to check that a sold oil change becomes money before the case of oil and the payroll are paid for. Keep the sentences short and put the full sections on their own sheets.

1. Executive summary (write it last)

Set out the work, the ground you cover, the money the shop needs and what it buys, from the pits and the oil stock to the first payroll; then name the month the page 6 sales forecast first exceeds the cash break-even sales level on page 8, and state the page 4 score.

2. Work you sell and who buys it

Put the service in a driver's words: the sticker on the windshield that says the oil is due, the light on the dash, the long trip coming next month. Then say what the customer gets besides clean oil (a menu price before the hood goes up, the old filter shown at the counter, every fluid topped off), which lead sources bring the cars and which customers return, and who approves an add-on. Set the pricing against the parts matrix and the guide hours on pages 7 and 9.

3. Lanes you can field and how fast they turn

Count the cars one lane puts through in an hour at your own pace, then the lanes you can staff on a Monday. Three bays open ten hours a day are thirty slots a day, not thirty cars; a car that waits for a filter holds a slot for nothing. Write the car count before you write a marketing plan.

4. Oil and filter tickets and what each one sells for

A single invoice covers the oil, the filter and the minutes on the pit. Build the price from the operations the ticket includes and the parts it carries. A labor figure with no guide time beneath it, or a markup that ignores how often the shelf runs out, will not hold on a Saturday.

> *Owner question: when a lane is running, what does one hour of it earn, what does the same hour cost while it stands empty, and how many oil changes must I write before rent, the loan and my own wage are met?*
>
> Give three separate figures. The page 10 ticket shows the earning side of a working lane, the fixed lines on page 8 show the cost of an idle one, and the break-even count there sets the number of oil changes that covers those lines, the owner's market wage included, before any profit beyond that wage.

PAGE 4

Business plan, part two

5. Operations

Describe how a car moves from the line to the exit: the greeting, the menu, the drain, the filter, the fill, the check underneath and the payment at the counter. Name who approves an add-on and who stops the line when a car needs more than the menu covers.

6. Team

Write down every job on the payroll, its paid hours and its rate, and the cars each technician puts through a lane in a day. Then name who runs the line if you are away a week.

7. Marketing and sales

Explain where the cars come from, how a first visit becomes a service reminder, and why a driver repeats your name to a neighbor, then compare a repeat visit's cost to win with your other sources.

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. Quotes, insurance, lease terms, supplier terms and the approvals the plan 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 each month-end closing cash, with every receipt and payment placed in its month, 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. Oil and filter tickets in the busiest month fit the bay hours you can staff (page 10).	
5. A ticket log and a lane count back the ticket count; a lead count supports a forecast of cars, not of tickets.	
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 any of Tests 2, 4, 5 or 6 fails, so fix the plan before you sign a shop 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 fit-out contractor, the oil supplier or the insurer, or a documented calculation. An oil change shop can break on the first case of oil and the first payroll before the first week of tickets is collected, so leave no line blank without a reason.

LINE ITEM	INITIAL ESTIMATE	QUOTE OR SOURCE	APPROVED BUDGET	ACTUAL OR COMMITTED
BUILD-OUT AND EQUIPMENT				
Building fit-out, trenches, lifts, bulk fluid dispensing, point of sale and shop tools (the loan is a source of funds)				
SETUP AND DEPOSITS				
Insurance down payment				
Utility and service deposits				
Lease deposit and first month				
PRE-OPENING				
Launch marketing and exterior signs				
Opening oil, filter and fluid 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 fit-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 them from the tickets the bays can carry at the price the work sells for, not from the payroll you need to cover.

```
Monthly sales for a line = units times average price 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 PRICE	DAYS OPEN PER MONTH (OR 1 FOR MONTHLY UNITS)	MONTHLY SALES
Oil and filter tickets	tickets				
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 ticket sales times ramp (the share of full-run volume the lanes and the repeat base have reached) times season. Use 100 percent where a factor does not apply. Ramp and season are your assumptions; write down the evidence for each, such as your repeat visits by month.

CAPACITY CHECK

```
Tickets a month = bays times hours open a day times days open a month, divided by guide hours a ticket, times utilization
```

Write how many bays you can field, the hours they are open a day and the days a month, and the guide hours an average ticket takes (page 7). Divide the bay hours by the hours a ticket and multiply by the utilization you plan to book (page 10). If the plan needs more tickets than the bays can carry, the plan is wrong, whatever the appointment book says.

PAGE 7

What one billed hour costs an oil bay

A quick-lube bay sells guide minutes and pays for whole hours, so the margin sits in the gap between the two. Price the operations that actually put a car over the pit.

```
Labor charge = the price the operation carries on the ticket
Loaded wage = hourly pay plus employer taxes, workers compensation and benefits
Billed-hour cost = loaded wage x paid hours / hours that reach an invoice
Labor on a ticket = billed hours x billed-hour cost
```

WORKED EXAMPLE: THE FOUR SERVICES PRICED (ILLUSTRATIVE)

OPERATION	SHARE OF TICKETS	BILLED HOURS	LABOR PRICE	LABOR AT TRUE COST	CONTRIBUTION PER BILLED HOUR
Conventional oil and filter change	30%	0.28	$13	$9	$13.76
Synthetic blend oil and filter change	34%	0.29	$14	$9	$15.61
Full synthetic oil and filter change	26%	0.3	$15	$10	$17.33
Oil change with a tire rotation or fluid top-off	10%	0.5	$22	$16	$11.33

Pay of $17.50 plus a 26 percent burden comes to $22.05 loaded. Each technician is on the clock 40 hours and flags 27, so a billable hour carries $32.67 of that $22.05. Across the four services a ticket averages 0.31 billed hours and $14.76 of labor, which carries $10.15 of cost, or 68.8 percent of the labor price. Waiting between cars, redoing a drain plug and the walk to the oil rack all sit inside that number.

THE LANE'S OPERATION LIST

OPERATION	SHARE OF TICKETS	BILLED HOURS	LABOR PRICE	LABOR AT TRUE COST	CONTRIBUTION PER BILLED HOUR

Technicians are paid the hours they are on shift while only charged time reaches an invoice, so the unpaid hours sit inside line 14, which carries every technician hour.

WHAT GOES WRONG

Forty paid hours against 27 charged means every billed hour absorbs 48 percent more paid time than it sells, before the 26 percent burden. Sell the menu at a competitor's price without that arithmetic and 13 paid hours a week leave the shop unpaid.

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. Shop rent, three drive-through bays	
2. Insurance: liability, property and vehicle	
3. Utilities: power, heat, compressed air, phone and internet	
4. Owner's market wage (counter, ordering and management)	
5. Loan interest, year-1 monthly average	
6. Marketing, website and online listings	
7. Shop management and point-of-sale software	
8. Accounting, bookkeeping and bank fees	
9. Tool and equipment upkeep	
10. Parts-run vehicle: fuel, tires and servicing	
11. Waste oil and filter disposal, shop supplies	
12. Uniforms, training and trade memberships	
Total fixed costs	

VARIABLE COSTS AS A SHARE OF NET SALES	SHARE
13. Parts at cost (page 9)	
14. Technician labor at the true cost of a billed hour (page 7)	
15. Card processing fees	
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 tickets = (fixed costs and principal) divided by one average ticket's cash contribution. Cash
contribution = ticket price less parts and card fees, less the technician hours line 14 pays
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 tickets	one figure per month		
Bay share of sales and debt service coverage at full-run sales		ratios, monthly only	

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

PAGE 9

The parts line: markup, fill and returns

Oil arrives by the case and leaves by the quart; every filter on the shelf carries whatever margin the oil sets.

```
Parts charge = cost x markup
Parts income a ticket = each category price at its share of the mix
Margin a ticket = parts income less parts cost
Parts share = parts cost over labor plus parts price
```

WORKED EXAMPLE: THE FOUR PARTS GROUPS (ILLUSTRATIVE)

PARTS CATEGORY	SHARE OF TICKETS	COST PER TICKET	MARKUP	PRICE PER TICKET	MARGIN PER TICKET
Motor oil, about five quarts	76%	$26	1.75	$45.50	$19.50
Oil filter	15%	$5	1.75	$8.75	$3.75
Engine and cabin air filters	6%	$14	1.75	$24.50	$10.50
Fluids and shop supplies	3%	$10	1.75	$17.50	$7.50

Mixed across the four groups that is $21.65 of cost against $37.89 of revenue a ticket: 1.75 markup, $16.24 kept. The case is paid for before the car arrives, so the markup funds the shelf and absorbs what never sells.

FILL RATE AND WHAT COMES BACK

MEASURE	THIS EXAMPLE	WHAT IT CHANGES ON THE TICKET
First-time fill rate	94.0 percent	A car waiting on a filter holds a lane that bills nothing
Parts that come back or never sell	3.0 percent	About $0.65 of the $21.65 average parts cost a ticket

Fill rate and what comes back decide whether that margin survives. A shop that prices oil at 1.75 and then turns a car away for want of a filter keeps nothing on the sale and loses the whole contribution on the ticket. At 94 percent fill the fast movers sit on the shelf and the rest are ordered; at 3 percent returns about $0.65 of stock a ticket earns nothing, and this line absorbs it. A return credit is cash arriving weeks late, not profit. Oil carries the argument on this page because one move in the case price reaches every ticket.

THE LANE'S PARTS LIST

PARTS CATEGORY	SHARE OF TICKETS	COST PER TICKET	MARKUP	PRICE PER TICKET	MARGIN PER TICKET

PAGE 10

Lanes, hours and the tickets they can carry

The lane sets the ceiling. Ten open hours cannot yield eleven, and a car waiting on a filter holds a pit that bills nothing.

```
Tickets the lanes can take = lanes x open hours a day x open days a month / billed hours a ticket
Tickets planned = that capacity x the utilization the plan books
Ticket price = labor + parts; the cost shares come from pages 7 and 9
```

WORKED EXAMPLE: LANES AND TICKET COUNT (ILLUSTRATIVE)

LINE	EXAMPLE	HOW IT IS BUILT
Bays	3	Lanes staffed at once
Hours open a day	10	Technicians scheduled to the booked work, not one for every open hour
Days open a month	26	A shut day still owes rent
Hours open a month	780	Lanes x hours x days
Billed hours a ticket	0.3106	The page 7 average over four services
Tickets at 100 percent	2,511	Open hours over billed hours a ticket
Utilization booked	66 percent	How much of the open time the plan sells
Tickets a month	1,657	The page 6 count, before ramp and season
Season peak (month 3)	117 percent	1,939 tickets, 77 percent of capacity

WHAT THE CUSTOMER PAYS, IN TWO PARTS

COMPONENT	PER TICKET	SHARE OF THE TICKET
Parts revenue on a ticket	$37.89	72.0 percent
Labor revenue on a ticket	$14.76	28.0 percent
Ticket price	$52.65	100 percent
Parts at cost (line 13)	$21.65	41.1 percent
Labor at true cost (line 14)	$10.15	19.3 percent
Card processing fees (line 15)	$1.53	2.9 percent
Contribution before fixed costs	$19.32	What the ticket leaves

3 bays times 10 hours and 26 days is 780 hours open a month. At 0.3106 billed hours a ticket that is 2,511 tickets at full occupancy; the plan books 66 percent, or 1,657 tickets. The busiest season month asks for 1,939 tickets, 77 percent of capacity, so Test 4 passes with 23 points of headroom.

WHAT GOES WRONG

The mistake this page guards against is a fourth lane bought while the third is two thirds full. Rent, light, a lift and a technician are owed whether or not a car is over the pit, so the idle part of the day is the only place a later shift, a longer opening or a higher menu price earns without new capacity. Read the peak, not the average: a plan that fits on average and breaks in its busiest month needs capacity it may not be able to pay for.

PAGE 11

Twelve-month cash forecast

Enter $000 (51.25 means $51,250), receipts net of sales tax; collected tax stays out of cash.

EXPECTED CASE ($000)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Opening cash												
In: ticket payments, net of sales tax, as each one lands												
Memo, not cash: tickets written this month (page 6)												
In: owner money and loans received												
Out: parts and supplies at cost (line 13)												
Out: technician labor, owner wage if drawn (lines 4, 14)												
Out: shop and bay rent (line 1)												
Out: other costs, loan interest and fees (lines 2, 3, 5 to 12, 15)												
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: card settlements still in transit at month end												
SLOW-START CASE												
Sales receipts, slow start												
Out: variable costs, slow start (lines 13 to 15)												
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 shop is open 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, oil suppliers and rent 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

How long the cash holds, and the price of a slow stretch

Runway: months from the last closed month, or from opening day, until a close lands under the cash floor

Worked example: a hypothetical oil change shop

Figures chosen to show the arithmetic, not quick-lube benchmarks. Drivers pay at the counter and the technician is on line 14 from the first ticket. Cash floor $21,600. The full ticket is collected at the counter in the month the car is finished; outgoings follow the work; the owner draws a wage; nothing new is borrowed or injected.

Page 5, budget	Startup comes to $291,560: a $180,000 loan at 9.5 percent over six years plus $111,560 from the owner, of which $46,900 is working capital the opening day does not touch. Two sizing passes on page 5: the $21,600 floor, another month of it at $21,600, and $3,633 to cover the full depth of the opening pass, which starts with no cash, rounded up to $46,900.
Page 8, costs	Fixed costs $19,652 a month, including $4,400 for shop and bay space and $1,342 of loan interest; principal $1,948 a month (both year 1 averages); variable share 63.3 percent, so the contribution margin ratio is 0.367. Lines 13 to 15 take 41.1, 19.3 and 2.9 percent of sales. Lines 1 to 12 run $4,400, $520, $1,000, $7,200, $1,342, $2,600, $380, $540, $220, $400, $700 and $350 a month.
Page 8, break-even	Operating break-even about $53,548 a month. Cash break-even (fixed $19,652 plus principal $1,948, divided by 0.367) is about $58,856 a month: 1,117.9 tickets a month from oil and filter tickets, so 1,118, against the 1,657.44 the plan assumes.
Page 6, sales	Oil and filter tickets: 1,657 tickets a month at $52.65. Full-run month about $87,264; tickets ramp 55, 70, 80, 88, 92, 96, 98 percent in months 1 to 7, then 100 percent; season 102, 107, 117, 117, 112, 107, 97, 97, 92, 86, 81, 85 percent across months 1 to 12, and only regular ticket sales carry the season.
Page 19, expected case	Month 1 sales $48,955; month 1 closes at $43,267, month 12 at $130,179. Low: month 1, closing $43,267, $21,667 over the floor.
Page 19, slow start	At 70 percent of expected sales, month 1 sales $34,269; month 1 closes at $37,877, month 12 at $27,436. Low: month 12, closing $27,436, $5,836 over the floor.
Page 8, coverage	Full-run sales of $87,264 give coverage of 4.17 before tax and equipment replacement, against the 1.25 this lender wants; month 12 gives the same 4.17, and Test 3 asks for both. The bays carry about 5.0 percent of sales.

ON PAGE 4 THIS EXAMPLE SCORES AMBER

Gate 0 is taken as satisfied here. Test 1 clears: the month-12 run rate is about $87,264, over the $58,856 break-even, and at that rate cash stays above the floor into a second year, its lowest close $141,246 in month 1 of year 2. (Not scored: expected sales reach cash break-even in month 2.) Test 2 clears: under the slow start no month closes under the floor. Test 3 satisfies the planning formula, as this lender defines it. Test 4 clears: month 3 is the busiest full-run month at season 117 percent; three lanes open ten hours across twenty-six days (page 10) would take about 2,511 tickets at full capacity, the plan books 66 percent or 1,657, and the peak asks for 1,939, which is 77 percent of what the lanes hold. Test 5 fails: the example carries no ticket log or lane count, and a test without evidence counts as a fail. Test 6 passes: twelve months at full run leave roughly $125,112 after principal, no full-run month closes below zero, and no cushion is required. Read that as steady state rather than forecast: the first year on page 19 adds about $83,279 of cash, because ramp, payment timing and the opening months are the drivers. Nothing is set aside here for income tax, equipment replacement or oil stock (page 19); score a live plan on its own lines. The ceiling is demand, not lane hours: at 66 percent booked the plan sells some 1,657 tickets a month over three lanes, so a fourth lane bought while the third is two thirds full still owes its lease, its equipment and a technician the lanes cannot keep busy.

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 AT FULL RUN	CASH BREAK-EVEN AND DEADLINE
Sales volume 10 percent lower (variable costs fall; fixed stay)	minus $3,203	Expected case holds the floor
Oil and filter tickets: average price 4 percent higher, same volume (only sales-linked fees rise)	plus $3,389	Break-even tickets fall from 1,117.9 to 1,010.9 a month, so from 1,118 to 1,011: per-unit costs stay the same, so the ratio rises from 0.367 to 0.390 on the new sales
Fixed costs $1,500 lower	plus $1,500	Cash break-even falls to about $54,768
A national chain opens across the street and takes 120 tickets a month, $6,318 of billing, for good, from month 6 onward	minus $2,319	Expected case still clears the floor; slow start below the floor in month 11 (closing $20,992, with the lost contribution following the slow start's ramp and season)
Every payment arrives two months after the invoice rather than at the counter, as fleet accounts do on 60-day terms (crew and bills still paid on time)	no change	Expected case below the floor in month 1 (closing minus $5,689), below zero too; slow start below the floor in month 1 (closing $3,608); would fail Test 1
One ticket in twenty is never collected: 5 percent of billing, $4,363 a month, for 24 months from month 1	minus $4,363	Expected case still clears the floor; slow start below the floor in month 6 (closing $20,572, with the 5 percent loss taken on slow-start billing); $104,717 never collected at full-run billing
Oil and filters land 10 percent above the quoted case price (line 13 rises from 41.1 to 45.2 percent, about $3,587 a month at full run; holding contribution would take about a 4.2 percent menu rise)	minus $3,587	Cash break-even rises to about $66,278; expected case still clears the floor; slow start below the floor in month 7 (closing $20,795)
Technicians run 15 percent over guide time (line 14 rises from 19.3 to 22.2 percent, about $2,531 a month at full run; holding contribution would take about a 3 percent menu rise)	minus $2,531	Cash break-even rises to about $63,905; expected case still clears the floor; slow start below the floor in month 9 (closing $21,262)
Fit-out overrun of $5,000 beyond the contingency, taken from the reserve	no change	Expected case still clears the floor; slow start still clears the floor
Opening 3 months late (shop and bay space, insurance, loan interest and principal, $8,210 a month, paid while closed; no sales; the ramp starts at the new opening, and seasons stay on the calendar)	no change	Expected case below the floor in month 4 from the planned opening; slow start below the floor in month 4 from the planned opening; about $400 more opening cash holds the expected case at the floor; would fail Test 1

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, and
no unit count can be scored
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

Lane lists, a weekly review and six questions

Lane lists, not a safety program. Add the equipment, lifting, used-oil and filter handling and authorization steps this trade needs, as the qualified advisers you use require.

BEFORE THE DRAIN PLUG COMES OUT

- [ ] Have the menu price on the board and the filter in hand before the car is over the pit.
- [ ] Read back the filter number, the oil grade and quantity, and the vehicle identification number against the ticket.
- [ ] Fix the guide time the job is sold at and name whoever clocks to it.
- [ ] Write down who may approve an add-on and the ceiling on a filter or an hour before the hood opens.
- [ ] Ring the driver the day before about the drop-off time, the keys and how long the lane is held.
- [ ] Take the driver's own words for the complaint, then say what the drain and the dipstick have to show.

CLOSING A TICKET, AND BOOKING A REDO

- [ ] Hold the time card against the guide time on every ticket at close.
- [ ] Photograph the old filter, the drain plug and the odometer before the car leaves.
- [ ] Enter the oil and filter used and file the invoice before the day ends.
- [ ] Collect at the counter, or record the day a fleet or warranty account settles.
- [ ] Log every redo: what leaked or worked loose, what it cost, and whether the same time was paid twice.
- [ ] Restock the filters that move and flag any grade that will not see the week out.

WEEKLY NUMBERS REVIEW

MEASURE	TARGET	THIS WEEK	LAST WEEK	VARIANCE TO TARGET
Tickets billed and paid, split by lane and by how the money came in				
Guide time sold beside time paid, technician by technician				
Cars a lane a day, and the minutes each pit stood empty				
Redos, the time they took and what they cost				
Cars, appointments and the share that booked, by source				
Oil and filters under the reorder point				
Hours the owner personally worked				

SIX QUESTIONS TO INVESTIGATE

1. **Founder dependency.** Can a ticket be priced and settled with the owner off site, and do technicians resolve a filter swap or an add-on without ringing him?
2. **Reactive operations.** Last week how many drivers said the light came back, the level was over, or nobody checked the fluids, and how many of those returns were done for free?
3. **Growth without structure.** How many cars a day stop for a conversation about an add-on, and how many minutes go into a filter that was not on the shelf?
4. **Talent and retention.** Which part of the day can only one technician run, because he owns the pit, the grades and the filter numbers?
5. **Revenue plateau.** How long runs between a first oil change and the second visit, and what share of drivers leaves with the next interval on the sticker?
6. **Strategic confusion.** Do two identical cars take very different minutes over the pit, and did the technician do what the menu promised?

Hypotheses from AI-assisted World Consulting Group desk research, described on page 2. Test each one against a record: the ticket log, the time cards, the filter return sheet, or the redo log.

PAGE 15

Your first 30 days

WHEN	DO THIS
Week 1	Start the weekly numbers review and log guide hours against paid hours on every ticket. Log the hours the owner spends on the counter and ordering.
Week 2	Fill the page 7 operation table at true cost per billed hour and mark any service priced below its labor, parts and card fees.
Week 3	Set up the parts table on page 9 by supplier and record how often a car waits for a filter you did not have.
Week 4	Enter actual closing cash on page 11 and recalculate runway. Write the decisions a technician may make without calling you.
After month 1	Run the cost check on every closed ticket and measure cars a bay-day on page 10.

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 Oil Change 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 ticket pricing calculator from operations, parts and guide hours to a price at a target margin, a payment tracker, editable ticket, bay and reminder trackers, bay and handover checklists and hiring checklists. Release status is on the kit page.

SOURCES

Public sources. Each named for what it supplied. Cost Helper for menu prices, the flat-rate guide time of two- or three-tenths of an hour, the labor share of a ticket and the rotation add-on; Petroleum Service Company for the case price of oil; Mechanicbase for a per-quart illustration; Autoplicity for filter retail prices; O*NET OnLine for the technician and manager wages; Insureon for insurance medians and workers' compensation; Shopmonkey for shop software pricing and the general repair labor rate; Bench for bookkeeping; Square for the card-present rate; the Federal Reserve H.15 for the prime rate; TenantBase for industrial rent. Where no published figure was found, the research note labels the input judgment.

World Consulting Group material. Origin of the questions: AI-assisted World Consulting Group desk research on oil change shops, 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. Oil change and quick service owner questions, businessconsultant.services, 2026.

SCOPE AND DISCLAIMER

General information only. Not legal, tax, accounting, employment, safety and waste handling 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 and answer the prompt below with your own tickets and technician costs.

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 customer names or vehicle plates, shop photographs with identifiers, insurance claim papers, employee records 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) an oil change shop. I have attached the Oil Change Shop Business Plan and Operations Starter Kit from businessconsultant.services. Help me turn it into my own plan for my tickets, bays and technicians, working only from 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 ticket price, parts cost, technician wage, guide hour, 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 for a sales line = units times average price (every line here is counted per month). Each month's expected sales = full-run ticket sales times ramp times season; before opening, count expected tickets by month, each marked MY ESTIMATE until confirmed.
- 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 on the line go in line 14 at the true cost of a billed hour, never in line 4. 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 tickets = (fixed costs and principal) divided by one average ticket's cash contribution. Cash contribution = ticket price less parts and card fees, less the technician hours line 14 pays. If the other lines already cover fixed costs and principal, report 0 and say so; never report a negative break-even count. Tickets a month = bays times hours open a day times days open a month, divided by guide hours a ticket, times utilization.
- Bay share of sales = 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 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 shop is open after startup spending is paid. Place every receipt and payment (ticket payments, 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 beside it, never a substitute. Ticket payments land in the month the car comes down unless I tell you otherwise; payroll and suppliers are paid in the month worked. In the slow-start case, every month's sales 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 counts the months ahead, starting at the latest closed month (before opening, from the first day the shop is open), before the first month in which closing cash falls below my cash floor. Round each variable share to one decimal.
(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, insurance, used oil disposal, 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 customer IDs. Do not ask for names, vehicle plates, home addresses, shop photographs with identifiers, 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. Services, customer segments and lead sources, the trade area, the bays I can field each day and the guide hours each bay can sell, days worked per week, and days open per week. Also give the number of technicians on the schedule and their total paid hours a month, check them against the guide hours my sales build implies, then use those paid hours and the billed hours to compute the true cost of a billed hour on page 7; line 14 holds only the technician hours my sales build pays for, any guaranteed pay the volume cannot support goes in a named fixed line outside lines 13 to 15, and the printed example assumes none.
b. Sales build: for oil and filter tickets (tickets), the mix of services by share of tickets, each service's labor price and guide hours, the parts categories with their cost a ticket and markup, a ramp percentage of full-run volume for every month from 1 to 12, a seasonal percentage for each month from my own ticket record if I am open, or from comparable evidence I can check and mark MY ESTIMATE, 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).
c. For each operation: the share of tickets that include it, the billed (charged) hours a ticket takes, and the labor price charged for it; my base wage, payroll burden percent, and the paid, billed, drive and rework hours in a technician's week.
Then wait for my answers.
Round B, costs, the startup budget and my lender:
d. Startup budget: an amount and its source (builder quote, equipment supplier quote, insurer quote or calculation) for each line on page 5, from the fit-out to the working capital reserve and contingency.
e. Monthly fixed costs for lines 1 to 12 on page 8, including loan interest, my market wage and 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 on the line go in line 14 at the true cost of a billed hour, never in line 4.
f. Variable cost shares of net sales for lines 13 to 15: line 13, parts at cost (page 9); line 14, technician labor at the true cost of a billed hour (page 7); line 15, card processing fees; and any sales line whose own shares differ, given for that line.
g. For each parts category: the share of tickets that carry it, the parts cost a ticket, and the markup (price divided by cost) I charge; my first-time fill rate and the share of parts returned or never used.
h. For capacity: the number of bays, hours open a day, days open a month, the utilization I plan to book, and the busiest season month as a percent of a normal month; my payment schedule (what share of the ticket is paid at pickup and what share later).
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 each customer pays me (the counter at pickup, so payment lands the day the car comes down), any account that settles later, and when the oil supplier, the parts supplier and payroll 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, lift, dispensing and tool replacement, and parts stock build-up.
m. Cash on hand on the first day the shop is open 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 oil change shop, drafted from my answers, with gaps marked [NEED: ...].
2. The sales build by service line and month, with annual sales and the capacity check 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 tickets; bay share of sales 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), 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 held, each month with its own season); 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). Apply line 14 to each month's own sales, not to a year-average share. Add the memo rows the page 11 form shows for each month, kept out of closing cash: the ticket or billing count for the month, any amount still owed or in transit at month end, and sales tax collected, remitted, and owed at month end (last month's owed + collected minus remitted).
6. Labor operations at true cost per billed hour, the gap between paid and billed hours, and each operation's contribution per billed hour.
7. Parts revenue, cost and margin per ticket by category, the blended markup, and what the fill rate and returns cost.
8. Bay capacity and utilization, the ticket built from labor and parts, and whether the peak season fits the capacity.
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 ticket count or payment timing 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 ticket counts by month, payment timing and guide hours, 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. It prints whole dollars so each column adds up as shown; the form takes thousands (51.25 means $51,250). 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 $21,600.

LINE ($)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
EXPECTED CASE												
Opening cash	**46,900**	**43,267**	**45,654**	**54,030**	**65,404**	**76,804**	**88,101**	**96,945**	**106,410**	**114,274**	**120,216**	**124,557**
In: sales receipts	48,955	65,361	81,679	89,847	89,917	89,638	82,953	84,646	80,283	75,047	70,684	74,175
In: owner money and loans received	0	0	0	0	0	0	0	0	0	0	0	0
Out: parts and supplies at cost (line 13)	20,120	26,864	33,570	36,926	36,955	36,842	34,093	34,789	32,996	30,845	29,051	30,486
Out: technician labor, owner wage if drawn (lines 4, 14)	16,648	19,815	22,964	24,541	24,554	24,500	23,210	23,537	22,695	21,684	20,842	21,516
Out: shop and bay rent (line 1)	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400
Out: other costs, loan interest and fees (lines 2, 3, 5 to 12, 15)	9,472	9,947	10,421	10,658	10,660	10,651	10,458	10,507	10,380	10,228	10,102	10,203
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	1,948	1,948	1,948	1,948	1,948	1,948	1,948	1,948	1,948	1,948	1,948	1,948
Out: startup bills still to pay	0	0	0	0	0	0	0	0	0	0	0	0
Net cash flow (in minus out)	**(3,633)**	**2,387**	**8,376**	**11,374**	**11,400**	**11,297**	**8,844**	**9,465**	**7,864**	**5,942**	**4,341**	**5,622**
Closing cash, expected	**43,267**	**45,654**	**54,030**	**65,404**	**76,804**	**88,101**	**96,945**	**106,410**	**114,274**	**120,216**	**124,557**	**130,179**
SLOW-START CASE (70 PERCENT OF EXPECTED SALES IN EVERY MONTH)												
Opening cash, slow start	**46,900**	**37,877**	**33,068**	**32,451**	**33,933**	**35,433**	**36,861**	**36,571**	**36,717**	**35,742**	**33,421**	**29,980**
Sales receipts, slow start	34,269	45,753	57,176	62,893	62,942	62,746	58,067	59,252	56,198	52,533	49,479	51,922
Out: variable costs, slow start (lines 13 to 15)	21,692	28,962	36,193	39,811	39,842	39,718	36,757	37,506	35,573	33,254	31,320	32,866
Out: fixed costs (lines 1 to 12), principal, bills, less funding	21,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600
Net cash flow, slow start	**(9,023)**	**(4,809)**	**(617)**	**1,482**	**1,500**	**1,428**	**(290)**	**146**	**(975)**	**(2,321)**	**(3,441)**	**(2,544)**
Closing cash, slow start	**37,877**	**33,068**	**32,451**	**33,933**	**35,433**	**36,861**	**36,571**	**36,717**	**35,742**	**33,421**	**29,980**	**27,436**
STEADY-STATE YEAR FOR TEST 6 (RAMP DONE, SEASONS IN; NOT THE FORECAST YEAR)												
Net cash flow, steady-state year	**11,066**	**12,668**	**15,870**	**15,870**	**14,269**	**12,668**	**9,465**	**9,465**	**7,864**	**5,942**	**4,341**	**5,622**

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 $87,264 a month, against month 12's own $74,175): closing cash runs $141,246 in month 1 and $255,291 in month 12, lowest $141,246 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 any hour you cannot cut sits in the fixed lines; waste or purchases you cannot cut make a real slow start worse.