

BUSINESS PLAN / FINANCIAL FORECAST

CedarSpan Advisory

A proposed management consultancy delivering scoped analysis and implementation guidance through a paid consulting team and fractional owner management.

PLANNING EDITION / 2026-10-20

YEAR 1 REVENUE

657,360.00

USD

YEAR 1 NET INCOME

-2,579.48

USD

STARTUP USES

35,500.00

USD

Your guide to the plan

Detailed · Clear & Professional | Investor fundraising

Forecast from 2027-01-01 | 3 operating years | USD | base

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Planning forecast. Assumptions require review; proposed funding is not secured.

01 Executive summary

CedarSpan Advisory proposes a small independent management consulting practice in Moderate-cost US metro hybrid office; national business clients. A proposed management consultancy delivering scoped analysis and implementation guidance through a paid consulting team and fractional owner management. The central launch decision is: Can a fixed boutique consulting team cover its paid nonbillable work and invoice-credit cash cycle?

Business overview

Authorized leaders of small and midsize businesses commissioning a defined strategic, operational or management decision. Three delivery consultants share one consulting-hour pool across strategy, operations, financial planning, research and change work. Fractional management and administrative budgets do not add delivery hours. Project research and outside specialists are direct purchases; client travel is a separate sales-linked expense. The business will accept assignments within this service boundary and quote separately or refer work that falls outside it.

Key priorities

Start with a paid diagnostic tied to one management decision and record data access, delivery hours, sponsor review and payment. An introduction or proposal is not a commissioned engagement. Repeatability requires comparable paid work within the retained team's skills and calendar, rather than a market-share calculation or an assumed pipeline of large transformation projects. The proposed first operating month is January 2027. The owner should confirm service readiness, paid staffing and available cash before opening the calendar.

Financial highlights

The proposal requires \$243,212.17 in equity. Launch spending is \$35,500.00, leaving \$207,712.17 in opening cash. Year 1 revenue is \$657,360.00 and net income is -\$2,579.48. Year 1 EBITDA is positive, but depreciation and the income-tax provision bring net income below zero. Operating contribution before those charges does not eliminate the net loss. Pre-tax project payback is 28.7 months.

02 Company & management

CedarSpan Advisory will operate as an independent service business. The working owner will control scope, staffing, commercial terms and weekly cash decisions; legal formation and the ownership agreement must be completed before trading.

Company background

CedarSpan Advisory is a fictional independent management consulting practice using a moderate-cost hybrid office. It serves national business clients through agreed decision and delivery scopes. The owner operates the firm with fractional management coverage. No biography, credential, prior client result or signed pipeline is supplied, and specialist boundaries require verification before engagement.

Ownership & management

The proposed owner contribution is \$243,212.17 and covers all modeled equity. No external equity is included. The owner is also paid for an operating role. Legal ownership, professional eligibility and distribution terms must be verified before trading.

Team & responsibilities

Three salaried delivery consultants provide the available consulting pool. The owner principal has three-quarter-time management coverage and operations support has half-time coverage. Their integer budget rows represent prorated pay, not additional full-time consultants. Scope review, sales and administration must fit those budgets; the delivery team cannot silently absorb unlimited unpaid partner work. Consultants: $3 \times \$8,750.00$ monthly, plus a 15% employer-cost allowance; Owner principal: $1 \times \$9,375.00$ monthly, plus a 15% employer-cost allowance; Operations support: $1 \times \$2,291.67$ monthly, plus a 15% employer-cost allowance. A weekly roster must cover delivery, preparation, travel, administration, leave and absence. The owner's salary appears once in payroll; contributed time is not an additional cash contribution.

03

Products & business model

The offer is limited to work the team can define, price and deliver consistently. Each agreement should identify the buyer, included tasks, access requirements, deliverables, acceptance and payment terms.

Products & services

Strategy/planning, operations improvement, financial planning, market research and change management are separately scoped service types. Their allocation uses the same consulting hours once. Project research and external specialists are purchased separately. Financial planning here concerns business decisions; any regulated professional opinion or transaction service needs an appropriate verified provider and separate agreement.

Pricing & revenue streams

3 paid delivery consultants provide 480.000 scheduled hours per month (160.000 per person). Requested sold time starts at 60% of allocated capacity and follows a 3-month ramp. Five service shares total 100%; each hour is allocated once. Uniform monthly demand is assumed. Requested work grows 0% annually, subject to the available-hour ceiling; fees grow 2% annually. Staffing stays fixed. Strategy: 25% of the shared capacity at \$225.00 per billable hour. Operations: 25% of the shared capacity at \$200.00 per billable hour. Finance: 20% of the shared capacity at \$225.00 per billable hour. Research: 15% of the shared capacity at \$175.00 per billable hour. Change work: 15% of the shared capacity at \$200.00 per billable hour. Fees

exclude customer sales tax. Confirm scope and any exceptional materials before accepting a fixed price.

Customer value

The proposed value is a practical decision record: a clear question, usable evidence, alternatives, recommendation and implementation responsibility. The buyer should understand data limitations and what additional work would change the conclusion. The firm does not promise savings, growth or adoption before testing the actual situation, authority and implementation capacity of the client.

04 Market & competition

The initial market is the specific buyer and buying occasion described below. The launch should be justified by paid work in a practical service area, rather than by applying a market-share percentage to a broad industry estimate.

Target customers

Authorized leaders of small and midsize businesses commissioning a defined strategic, operational or management decision. Confirm who commissions the work, who supplies access or records and who authorizes payment. Keep the initial territory small enough to support the promised response and delivery time.

Demand & validation

Start with a paid diagnostic tied to one management decision and record data access, delivery hours, sponsor review and payment. An introduction or proposal is not a commissioned engagement. Repeatability requires comparable paid work within the retained team's skills and calendar, rather than a market-share calculation or an assumed pipeline of large transformation projects.

Competition & positioning

Alternatives include other advisers, internal managers, independent specialists and postponing the decision. Compare deliverables, evidence, implementation support and full cost of participation. An internal project may have different cash costs but still consumes staff time. No broad market-size estimate, local fee average or superiority over a named competitor is claimed.

05 Marketing & sales

The acquisition process should bring in work that fits the team and produces collected contribution after delivery costs. Track qualified opportunities, accepted quotes, completed work and cash received as separate steps.

Customer acquisition

Proposed channels are relevant business introductions, permission-based case explanations and tightly scoped educational material. Campaign and travel allowances are separate from paid owner time. Track suitable opportunities, accepted diagnostics and cash received. A public article should lead to a specific decision conversation; it does not by itself prove willingness to buy a full engagement.

Sales process

Confirm the sponsor, decision, data responsibilities, deliverables, review process, change terms and invoice dates before work starts. Fees are earned through the agreed work and collected on the forecast's invoice-credit assumption. The model does not treat a signed proposal as immediate cash. Additional implementation work needs a new scope and resource decision.

Retention & measurement

Close with an accepted decision record, a named client action owner and a separately authorized follow-up if useful. Track scope changes, client data delays, unpaid time and invoice age. There is no automatic renewal revenue. A recommendation can be accepted without achieving the client's intended result, so later outcome claims require independent evidence of what occurred.

06

Operations & milestones

Delivery must fit the paid team's hours, equipment and service window. Work should enter the calendar only after scope, competence, access and required resources are confirmed.

Facilities & resources

Launch assets are laptops/monitors, meeting/network equipment and office furniture. Recurring software and professional support differ from project-specific research and specialists. The service format carries no product stock. Confirm secure record transfer, configured tool licenses, suitable office terms and insurance; the equipment allowance does not establish capability in every advertised specialty. The launch asset budget is Laptops monitors and peripherals: \$11,000.00; Network and meeting equipment: \$2,000.00; Durable office furniture: \$4,500.00.

Service delivery

Define the decision, request usable records, conduct analysis, review alternatives, document recommendations and hand over implementation responsibilities. Match each engagement to actual consultant skills and availability. The fixed team provides one shared calendar; unbilled preparation and proposals reduce the time sold. Staff expansion from the original five-year estimate is deliberately omitted.

Launch & development milestones

Verify the service boundary, confidentiality terms, professional capability and real office/tool costs before launch. Complete a paid diagnostic through collection, then compare its total effort with the forecast. Inspect invoice aging and minimum cash before a longer lease or larger hire. The first operating year includes a net loss despite the proposed reserve.

07

Funding request & use of funds

All proposed equity must be available before launch payments. The funding plan separates equipment and setup spending from the cash reserve needed to support operations.

Use of funds

Launch spending totals \$35,500.00: \$17,500.00 for assets, \$18,000.00 for expensed setup and \$0.00 for opening inventory. Setup covers an allowance for formation, professional preparation, training and launch work. Refundable premises deposits and additional site work are excluded until scoped quotes are available.

Sources of funding

Total proposed equity is \$243,212.17, entirely from the owner. This contribution is uncommitted. No external investors or borrowing are included, and financing receipts are separate from earned revenue.

Owner contribution

The owner must confirm the availability and transfer date of the \$243,212.17 contribution. Salary pays for the owner's continuing operating work. The company still needs cash for payroll, equipment and supplier invoices, even when the owner contributes additional time.

Funding request

No external equity is requested. Receiving the proposed owner equity leaves \$207,712.17 of opening cash and a forecast funding gap of \$0.00. Confirm the owner's available funds and transfer date before committing launch payments.

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Financial plan

The forecast covers January 2027-December 2029 in USD, with launch spending reported separately. Its usefulness depends on the service mix, fee, staffing cost and collection terms below.

Forecast assumptions

3 paid delivery consultants provide 480.000 scheduled hours per month (160.000 per person). Requested sold time starts at 60% of allocated capacity and follows a 3-month ramp. Five service shares total 100%; each hour is allocated once. Uniform monthly demand is assumed. Requested work grows 0% annually, subject to the available-hour ceiling; fees grow 2% annually. Staffing stays fixed. Direct costs are 3.5% of net fees. No product resale or purchased inventory is included. Salaries are operating expenses, outside the direct-cost ratio. Salaries and fixed overhead grow 3% annually. Collections take 30 days, supplier payments 0 days and inventory coverage 0 days. The 21% flat income-tax provision and 15% employer-cost allowance are simplified planning inputs.

Financial outlook

Year 1: revenue \$657,360.00, EBITDA \$13,356.96, net income -\$2,579.48 and closing cash \$150,606.03. Year 2: revenue \$731,462.40, EBITDA \$62,021.28, net income \$44,862.48 and closing cash \$199,506.63. Year 3: revenue \$746,091.60, EBITDA \$57,389.88, net income \$41,203.66 and closing cash \$244,724.53. Year 1 EBITDA is positive, but depreciation and the income-tax provision bring net income below zero. Operating contribution before those charges does not eliminate the net loss. EBITDA excludes depreciation, interest and income tax; net income includes depreciation and the tax provision.

Cash needs & financial resilience

The lowest forecast cash balance is \$110,443.35, and the funding gap is \$0.00. Positive monthly operating EBITDA is first reached in month 3. Pre-tax project payback is 28.7 months. Cash differs from profit because of equipment spending, depreciation, collection delays and financing. Review the monthly low point before committing the reserve.

Debt & repayment

No debt or investor distributions are included. Any borrowing option needs an amount, draw date, interest rate and repayment schedule before its affordability can be assessed. Pre-tax project payback measures recovery of the operating investment; it is not a promised dividend, investor return or financing approval.

09

Risks & contingencies

The main exposure is committing paid resources before collected sales justify them. The owner should use the service-specific risks below to decide when to narrow the offer, defer spending or stop.

Key risks

Client records may arrive late, recommendations may require unpriced work and the sponsor may lack authority to implement them. Salaries continue while invoices wait. A positive contribution on one engagement does not establish adequate firm utilization. The fixed management and support budgets also limit how many concurrent sponsors the owner can serve.

Contingency actions

Use data-readiness and sponsor checks, written change decisions and a weekly delivery/cash review. Quote any additional implementation scope before using the team's unsold time. Test reduced utilization and later collections while retaining all paid roles. Expand only after collected work demonstrates both enough margin and a supportable review workload.

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Supporting documents

The launch decision needs commercial evidence as well as a forecast. Maintain an organized working file so that costs, commitments and delivery capacity can be reviewed before money is spent.

Available supporting information

The operating proposal defines the customer, service boundary, paid roles, launch assets and collection terms. The accompanying annual financial statements set out earnings, cash flow and the balance sheet for the three-year period. All funding remains a proposal; the business is at the prelaunch stage.

Documents to obtain

Actual consulting competencies, scoped paid-diagnostic records, client data/security and service agreements, configured insurance/tool and office quotes, sponsor references with permission and owner-funding availability remain outstanding. The example contains no verified savings study, signed repeat contract or committed external equity. Record the actual fee, total delivery effort and date of payment for each trial assignment. Update the forecast and funding decision when quotes, commitments or measured results change a material assumption.

THE FINANCIAL FORECAST

Annual financial appendix

All amounts are USD and cover the forecast period. Operating years exclude pre-opening expenses; closing balances are never added together.

Cash & operating summary

Indicator	USD
Minimum cash, including prelaunch	110,443.35
Unfunded cash gap	0.00
Operating-period net income	83,486.66
Final closing cash	244,724.53

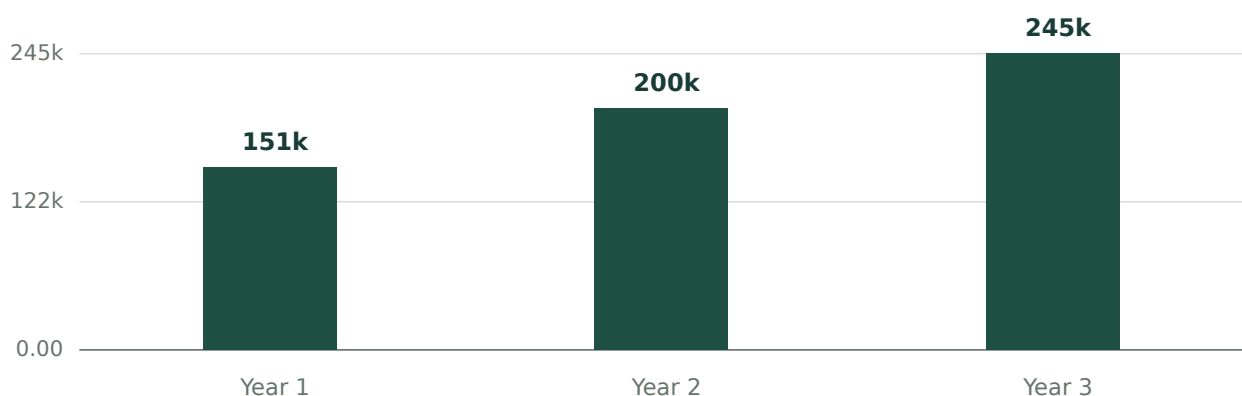
Profit and loss - USD

Item	Year 1	Year 2	Year 3
Revenue	657,360.00	731,462.40	746,091.60
Cost of goods sold	23,007.60	25,601.16	26,113.32
Gross profit	634,352.40	705,861.24	719,978.28
Operating expenses	620,995.44	643,839.96	662,588.40
EBITDA	13,356.96	62,021.28	57,389.88
Depreciation	5,233.34	5,233.32	5,233.34
Interest expense	0.00	0.00	0.00
Income tax	10,703.10	11,925.48	10,952.88
Net income	-2,579.48	44,862.48	41,203.66

Cash flow - USD

Item	Year 1	Year 2	Year 3
Opening cash	207,712.17	150,606.03	199,506.63
Operating cash flow	-57,106.14	48,900.60	45,217.90
Investing cash flow	0.00	0.00	0.00
Financing cash flow	0.00	0.00	0.00
Net cash movement	-57,106.14	48,900.60	45,217.90
Closing cash	150,606.03	199,506.63	244,724.53

Closing cash, year by year



Year-end cash balances. Exact figures appear in the cash-flow table above.

Balance sheet - USD

Item	Year 1	Year 2	Year 3
Cash	150,606.03	199,506.63	244,724.53
Receivables	59,760.00	60,955.20	62,174.30
Inventory	0.00	0.00	0.00
Fixed assets, net	12,266.66	7,033.34	1,800.00
Total assets	222,632.69	267,495.17	308,698.83
Payables	0.00	0.00	0.00
Loan balances	0.00	0.00	0.00
Total liabilities	0.00	0.00	0.00
Equity	222,632.69	267,495.17	308,698.83
Reconciliation difference	0.00	0.00	0.00

Launch budget & proposed funding

Item	USD
Setup expenses	18,000.00
Asset purchases	17,500.00
Opening stock purchases	0.00
Equity contributions	243,212.17
Loan proceeds	0.00
Cash at launch	207,712.17
Opening inventory balance	0.00
Opening loan balance	0.00

Operating break-even - USD

Measure	Year 1	Year 2	Year 3
Break-even revenue	642,309.90	661,579.27	681,426.93
Margin of safety	15,050.10	69,883.13	64,664.67

Project payback

Measure	Forecast result
Initial project outlay (USD)	35,500.00
Payback	28.66 months (first recovery in month 29)
Final cumulative project cash (USD)	35,093.82

Review before committing

11 financial checks passed; 0 require attention. The forecast is a planning scenario, not an audit, financing approval or promised return.

Planning model, not audited accounts or tax advice. Revenue is invoiced as earned; monthly subscriptions only. Annual prepayments, refundable deposits, milestone invoices, unbilled contract assets, customer taxes, seller settlements, capitalized interest and tax-loss carryforwards are not modeled.

Collection and supplier terms use 30-day monthly interpolation. Inventory purchases and non-stock direct costs use supplier terms; operating costs, setup costs, taxes and opening stock are paid immediately. Stock coverage applies only to linked goods costs. Production stock is tracked separately at unit cost.

Fictional editorial scenario. Prices, workload, wages, costs and financing are illustrative planning inputs, not current quotes, measured local averages or actual company results.

Five-year source narrowed to Jan 2027-Dec 2029; initial paid roster, mix and base fees retained. Later expansion omitted. Fixed utilization and three-month ramp; fees grow 2%, paid/fixed costs 3%. Fractional rows are prorated budgets. Owner pay counted once. Stock uses physical goods days; supplier lag is blended. Deposits/prepayments excluded; setup paid once. Source noncash loss allowances become conservative cash buffers. Tax/employer allowances illustrative.

A 15% illustrative employer allowance is added to paid salaries. The flat 21% native tax provision is a simplified planning input, not an entity or personal tax opinion. Customer sales-tax receipts/remittances and owner distributions are outside this scenario.

All equity is proposed, uncommitted month-0 cash. No debt is modeled. Opening cash is a reserve, not an extra startup expense. Asset/setup/insurance/premises allowances need scoped quotes; refundable premises deposits and site-specific additional works are excluded.

Calculation basis: operating and pre-opening periods remain separate. Stock, supplier terms, depreciation and debt terms affect profit and cash differently. Payback is project cash before financing, not an investor distribution. Review the assumptions and accounting policies alongside these statements.