

BUSINESS PLAN / FINANCIAL FORECAST

Latchfield Mobile

A proposed two-van locksmith service selling defined residential, vehicle and small-commercial technician hours.

PLANNING EDITION / 2026-10-20

YEAR 1 REVENUE

325,248.00

USD

YEAR 1 NET INCOME

-3,236.06

USD

STARTUP USES

99,000.00

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

Latchfield Mobile proposes a two-van residential and small-commercial locksmith in Mid-cost suburban United States; state to be selected. A proposed two-van locksmith service selling defined residential, vehicle and small-commercial technician hours. The central launch decision is: Can two paid mobile technicians cover parts, travel, support and owner management at the proposed sold-hour level?

Business overview

Authorized property or vehicle decision makers who need a suitable limited lock, key or access-hardware task. Two technicians share a scheduled-hour pool. Lockouts, rekeying, lock repairs, vehicle keys and commercial access hardware split sold hours once. Owner management and dispatch support do not add field hours. The business will accept assignments within this service boundary and quote separately or refer work that falls outside it.

Key priorities

Complete paid tasks in a compact territory and log technician time, travel, hardware, programming access, callbacks and payment. An urgent inquiry is not a completed collected hour. Vehicle-key and commercial work use the same technician calendars. Validate the source mix before treating its material ratio and utilization as a dependable route result. 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 \$180,000.00 in equity. Launch spending is \$99,000.00, leaving \$81,000.00 in opening cash. Year 1 revenue is \$325,248.00 and net income is -\$3,236.06. 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 29.2 months.

02 Company & management

Latchfield Mobile 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

Latchfield Mobile is a fictional suburban locksmith with two owned used vans and a storage-only base. It has no staffed retail counter, safe business or large access-network installation team. The actual state, task eligibility and local service territory remain to be chosen. No issued license, authorized customer record or completed key/programming job is supplied.

Ownership & management

The proposed owner contribution is \$120,000.00; the remaining \$60,000.00 is sought from external equity investors. The owner is also paid for an operating role. Investment valuation, ownership percentages, voting rights and distribution terms remain to be agreed.

Team & responsibilities

Two paid technicians supply the field hours. Half-time owner management is economic remuneration, and quarter-time customer support is an aggregate paid coverage budget. The owner is not a third technician. Employee allowances apply to hired staff, while the owner's allowance is zero; actual entity and personal tax treatment still need review. Lock technicians: 2 × \$4,833.33 monthly, plus a 15% employer-cost allowance; Owner management: 1 × \$2,916.67 monthly, with no employer-cost allowance; Customer support: 1 × \$937.50 monthly, plus a 15% employer-cost allowance. A weekly roster must cover delivery, preparation, travel, administration, leave and absence. The owner's economic remuneration appears once in operating costs; it is not a second employee salary.

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

The five hourly categories are lockouts, rekeying/key duplication, lock installation and repair, vehicle keys/programming and small-commercial access hardware. Standard locks, blanks and hardware are within direct costs. Customer authorization and equipment compatibility are prerequisites to assess. Safes, large networks and unqualified specialist work fall outside the chosen boundary.

Pricing & revenue streams

2 paid field locksmith technicians provide 320.000 scheduled hours per month (160.000 per person). Requested sold time starts at 55% 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 6% annually, subject to the available-hour ceiling; fees grow 2% annually. Staffing stays fixed. Lockouts: 25% of the shared capacity at \$150.00 per billable hour. Rekey and keys: 25% of the shared capacity at \$135.00 per billable hour. Lock repairs: 25% of the shared capacity at \$175.00 per billable hour. Vehicle keys: 15% of the shared capacity at \$220.00 per billable hour. Door hardware: 10% 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 clearly authorized task, a suitable technician/equipment match and an accepted result. An hourly fee does not guarantee access to every vehicle or lock. Establish the customer's authority and the limits of the requested work before proceeding. No security guarantee, universal key compatibility or actual trade approval is claimed.

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 property or vehicle decision makers who need a suitable limited lock, key or access-hardware task. 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

Complete paid tasks in a compact territory and log technician time, travel, hardware, programming access, callbacks and payment. An urgent inquiry is not a completed collected hour. Vehicle-key and commercial work use the same technician calendars. Validate the source mix before treating its material ratio and utilization as a dependable route result.

Competition & positioning

Alternatives include another mobile locksmith, a suitable dealer or the customer's existing access-hardware provider. Compare authorization checks, hardware compatibility, travel, supplied parts and completion terms. No local provider ranking or universal fee comparison is invented. A different quote may include a different blank, hardware grade or programming access.

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

Use precise local service descriptions, relevant property introductions and referrals after accepted tasks. The fixed brand/website budget is distinct from activity-linked paid leads. Screen authority, location and equipment fit before booking. Do not claim an actual credential, approved dealer relationship, nonstop response or portfolio that this example does not possess.

Sales process

Confirm the authorized requester and task, identify hardware/vehicle compatibility and agree the included work and change process. Invoice or collect after accepted service under the selected blended lag. The scenario has no prepaid membership or duplicate hardware retail stream. Warranty/credit contingency is a paid operating allowance while full forecast collection is assumed.

Retention & measurement

Keep appropriate task, authorization, hardware and callback records with controlled access. A warranty revisit is distinct from a new paid request. Additional keys or hardware changes need the relevant new authority and scope. A reminder or property introduction is not a standing contract, and sensitive customer information should not become promotional material.

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

The launch assets are two used vans, key-cutting/programmer kits, secure van fittings and dispatch devices. Ordinary locks, blanks and hardware form physical stock; specialized purchases need specific quotes and compatibility checks. Storage and utilities are one budget. The refundable deposit and unquoted specialist software/hardware requirements are excluded until verified. The launch asset budget is Two used service vans: \$60,000.00; Key cutting and programmer kits: \$18,000.00; Van shelving power and security: \$6,000.00; Dispatch computers and devices: \$2,000.00.

Service delivery

Qualify authority and task fit, confirm the suitable technician and equipment, agree price and scope, perform only competent authorized work and document acceptance and payment. This business outline gives no bypass or programming procedure. Travel and callbacks use the same paid roster. Fixed vans do not support the source's later staffing expansion in this narrowed scenario.

Launch & development milestones

Select the jurisdiction and verified service boundary, obtain appropriate permissions and cover, inspect vans/kits and confirm hardware/tool access. Complete paid route trials with time, parts and callback logs. Review collection and stock before adding commitments. No credential, sensitive-access authorization or achieved repeat route is represented as complete.

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 \$99,000.00: \$86,000.00 for assets, \$8,000.00 for expensed setup and \$5,000.00 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 \$180,000.00, comprising \$120,000.00 from the owner and \$60,000.00 from external investors. Neither contribution is committed. No borrowing is included, and financing receipts are separate from earned revenue.

Owner contribution

The owner must confirm the availability and transfer date of the \$120,000.00 contribution. Economic remuneration pays for the owner's continuing operating work; it is separate from contributed capital. The company still needs cash for payroll, equipment and supplier invoices, even when the owner contributes additional time.

Funding request

The external equity request is \$60,000.00. Receiving all proposed equity leaves \$81,000.00 of opening cash and a forecast funding gap of \$0.00. The gap measures a cash shortfall after assumed funding; it is not a substitute for the investment request. Agree investor rights and reporting before accepting funds.

08

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

2 paid field locksmith technicians provide 320.000 scheduled hours per month (160.000 per person). Requested sold time starts at 55% 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 6% annually, subject to the available-hour ceiling; fees grow 2% annually. Staffing stays fixed. Direct costs are 17% of net fees. Only purchased materials enter inventory; outside services are not stocked. Paid employee costs and owner economic remuneration are operating expenses, outside the direct-cost ratio. Salaries and fixed overhead grow 3% annually. Collections take 6 days, supplier payments 15 days and inventory coverage 30 days. The 21% flat income-tax provision and role-specific employer-cost allowances are simplified planning inputs; personal owner taxes are not modeled.

Financial outlook

Year 1: revenue \$325,248.00, EBITDA \$18,966.31, net income -\$3,236.06 and closing cash \$92,703.73. Year 2: revenue \$383,627.04, EBITDA \$54,591.48, net income \$28,617.60 and closing cash \$139,003.73. Year 3: revenue \$414,777.60, EBITDA \$70,390.68, net income \$41,098.97 and closing cash \$197,729.54. 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 \$65,790.97, and the funding gap is \$0.00. Positive monthly operating EBITDA is first reached in month 3. Pre-tax project payback is 29.2 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

The forecast retains an initial annual loss before later positive results; recovery depends on the selected workload, fees and costs. Slow travel, incompatible hardware, callbacks, access restrictions and theft can reduce contribution. Owner compensation and two technician budgets continue during weak demand. The proposed external equity and stock supplier timing are uncommitted assumptions.

Contingency actions

Accept work against verified authority, task competence and equipment fit. Track contribution after hardware, lead cost and callbacks, and revise the quote when compatibility changes effort. Test lower sold hours, slower collection and loss of supplier terms without removing paid staff or owner remuneration. Add a van only after a revised staffing and funding case.

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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 state/local permissions, customer authorization terms, technician competence, insured work, compatible tool/software and hardware quotes, storage/deposit and supplier terms, paid route records and equity commitments remain outstanding. No universal vehicle access, security certification, established customer base or secured financing is supplied. 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	65,790.97
Unfunded cash gap	0.00
Operating-period net income	66,480.51
Final closing cash	197,729.54

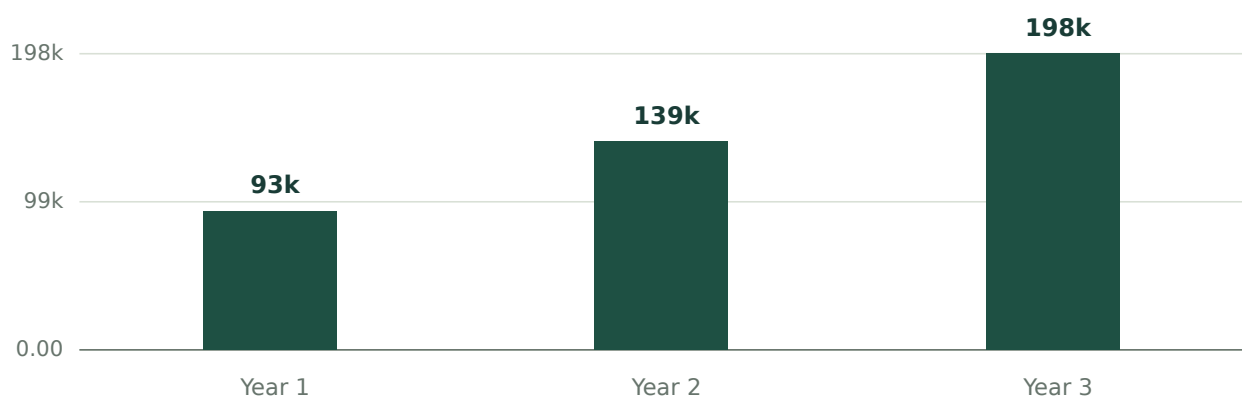
Profit and loss - USD

Item	Year 1	Year 2	Year 3
Revenue	325,248.00	383,627.04	414,777.60
Cost of goods sold	55,292.16	65,216.64	70,512.24
Gross profit	269,955.84	318,410.40	344,265.36
Operating expenses	250,989.53	263,818.92	273,874.68
EBITDA	18,966.31	54,591.48	70,390.68
Depreciation	18,366.67	18,366.66	18,366.67
Interest expense	0.00	0.00	0.00
Income tax	3,835.70	7,607.22	10,925.04
Net income	-3,236.06	28,617.60	41,098.97

Cash flow - USD

Item	Year 1	Year 2	Year 3
Opening cash	81,000.00	92,703.73	139,003.73
Operating cash flow	11,703.73	46,300.00	58,725.81
Investing cash flow	0.00	0.00	0.00
Financing cash flow	0.00	0.00	0.00
Net cash movement	11,703.73	46,300.00	58,725.81
Closing cash	92,703.73	139,003.73	197,729.54

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	92,703.73	139,003.73	197,729.54
Receivables	5,913.60	6,393.78	6,912.96
Inventory	5,026.56	5,434.72	5,876.02
Fixed assets, net	67,633.33	49,266.67	30,900.00
Total assets	171,277.22	200,098.90	241,418.52
Payables	2,513.28	2,717.36	2,938.01
Loan balances	0.00	0.00	0.00
Total liabilities	2,513.28	2,717.36	2,938.01
Equity	168,763.94	197,381.54	238,480.51
Reconciliation difference	0.00	0.00	0.00

Launch budget & proposed funding

Item	USD
Setup expenses	8,000.00
Asset purchases	86,000.00
Opening stock purchases	5,000.00
Equity contributions	180,000.00
Loan proceeds	0.00
Cash at launch	81,000.00
Opening inventory balance	5,000.00
Opening loan balance	0.00

Operating break-even - USD

Measure	Year 1	Year 2	Year 3
Break-even revenue	298,942.44	307,910.70	317,148.36
Margin of safety	26,305.56	75,716.34	97,629.24

Project payback

Measure	Forecast result
Initial project outlay (USD)	99,000.00
Payback	29.16 months (first recovery in month 30)
Final cumulative project cash (USD)	40,097.50

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.

Source two-technician mobile format retained for 36 months with fixed vans, half-time owner management and quarter-time support; no later leased fleet expansion. Original shares and hourly fees remain. Owner economic pay has zero employer allowance; hired staff use 15%. Three-month ramp and 6% requested growth replace staffing/utilization steps. Hardware stock remains 30 physical days and payments 15 days. Warranty/credit source allowance is a paid contingency with full collections assumed. Setup paid once, deposit excluded; simplified 21% tax.

Employer-cost allowances follow each paid role row. A zero allowance on owner economic remuneration does not establish the owner's personal tax treatment. The flat 21% income-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.