

BUSINESS PLAN / SAVED FORECAST

Juniper Table

A neighborhood dinner restaurant with table service in Austin, Texas.

PLANNING EDITION / 2026-10-09

YEAR 1 REVENUE

1,161,888.00

USD

YEAR 1 NET INCOME

-106,225.05

USD

STARTUP USES

459,000.00

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

Juniper Table is a fictional single-site restaurant planning case in Austin, Texas. It demonstrates a complete business story, a saved native forecast and a ten-slide pitch. The decision is whether its particular sales mechanism and fixed commitments merit further paid testing, rather than whether restaurants in general are profitable.

Business overview

A neighborhood dinner restaurant with table service in Austin, Texas. Guests book or walk in for dinner. A cover is one guest served; an average bill of \$42 excludes sales tax and tips. The target of 112 covers per open day represents 80 seats × two planned turns × 70% utilization. Nearby residents, couples and small groups buying a sit-down dinner.

Key priorities

Run paid trial dinners, record covers, check average food-only bills and time each service. Obtain a kitchen inspection, lease/deposit terms and a detailed shift roster before a site commitment. Opening is modeled for January 2027; permits, construction and hiring determine the real date. No paid traction, operating premises or founder track record is asserted.

Financial highlights

Proposed equity totals \$600,000.00. Saved startup uses are \$459,000.00, leaving \$141,000.00 of opening cash. Year 1 revenue is \$1,161,888.00 and net income is -\$106,225.05. Minimum modeled cash is \$20,106.49. Pre-tax project payback is not reached within 36 months.

Assumptions: This is an illustrative forecast, not actual performance or an offer of securities.
Open questions: What paid evidence would support this specific format and sales target?

02

Company & management

The proposed business is independently operated at one site. A legal entity, signed lease and actual ownership agreement are not supplied. The fictional working-owner role makes responsibilities and compensation explicit without inventing a founder biography.

Company background

The scenario uses 3,200 sq ft of second-generation restaurant space and 80 dining seats. Tuesday-Sunday, dinner service. Geography is Austin, Texas, USA; there is no actual street address or inspected property. The premises assumption must be replaced if the chosen site has materially different ventilation, power, drainage or accessibility requirements.

Ownership & management

A working owner would approve purchasing, oversee the staff schedule and review cash each week. No name, professional qualification or restaurant experience is represented as real. The proposed external investment has no agreed valuation, ownership percentage, board rights or distribution policy. Those terms need separate documentation and advice before fundraising.

Team & responsibilities

Working owner / general manager: 1 × \$6,000.00 per month, plus 15% employer allowance; Head chef: 1 × \$6,000.00 per month, plus 15% employer allowance; Line cooks: 2 × \$4,500.00 per month, plus 15% employer allowance; Servers - wages excluding tips: 4 × \$3,000.00 per month, plus 15% employer allowance; Prep / dish: 2 × \$2,800.00 per month, plus 15% employer allowance; Host / runner: 1 × \$3,000.00 per month, plus 15% employer allowance. A host seats guests, servers take orders, the kitchen cooks to ticket and a runner coordinates the pass. The owner manages booking, staff coverage and the nightly close. Headcount is an annual planning input, not a completed roster. Verify coverage for preparation, breaks, rest days and absence; do not assume the owner can fill unlimited unpaid hours.

Assumptions: Owner salary is included once; no additional owner withdrawals are modeled.
Open questions: Can a detailed roster cover all service and preparation hours within this payroll?

03

Products & business model

The offer is defined by the purchase occasion and the unit sold. Format-specific revenue inputs are preserved in the saved model rather than converted into one generic restaurant average.

Products & services

A compact dinner menu offers mains, sides, desserts and non-alcoholic drinks. Table service and the shared dining experience are part of the proposed offer. There is no modeled bar, private dining, takeaway stream or catering contract. Recipe overlap should reduce preparation complexity, but actual yield and waste require trials.

Pricing & revenue streams

Guests book or walk in for dinner. A cover is one guest served; an average bill of \$42 excludes sales tax and tips. The target of 112 covers per open day represents 80 seats × two planned turns × 70% utilization. Dinner covers - full service: 112 per open day × 26 days × \$42.00 at the end of a 6-month ramp. Daily capacity 160. Revenue is measured before customer sales tax and excludes tips. A target is constrained by the saved stream capacity; the forecast does not automatically turn every expression of interest into a sale.

Customer value

The proposed customer value is a dependable neighborhood dinner with attentive service and a clear food-only bill. Reservations should make the evening convenient without creating an unaffordable service promise. Validate willingness to pay with paid dinners and repeat bookings; positive comments alone do not establish sufficient covers.

Assumptions: All prices and volumes are illustrative targets, not observed demand.
Open questions: What menu mix and actual recipe cost support the intended contribution?

04 Market & competition

This example identifies a customer and buying occasion, but it does not claim a measured address-level market, local market share or unmet demand. A city population is not multiplied into invented restaurant sales.

Target customers

Nearby residents, couples and small groups buying a sit-down dinner. The eventual catchment must match travel time, purchase frequency and alternatives. Record who actually pays, who chooses the venue or channel and why that meal occasion matters. A target segment becomes useful evidence only when connected to paid behavior near the proposed operation.

Demand & validation

Run paid trial dinners, record covers, check average food-only bills and time each service. Obtain a kitchen inspection, lease/deposit terms and a detailed shift roster before a site commitment. Preserve transaction records, realized prices, repeat orders, waste and service times. Set the minimum evidence threshold before evaluating a site; weak results should reduce the sales input or stop the launch. Forecast ramp months do not substitute for a validation process.

Competition & positioning

Nearby independent dinner venues, casual dining chains and prepared meals at home compete for the same evening budget. Visit the actual neighborhood and compare food-only bill, booking availability, service time and ambience. A larger menu or attractive room does not establish a defensible advantage.

Assumptions: No survey, signed order, review score or market-share estimate is claimed.
Open questions: Which paid signals would justify the volume at the eventual site?

05

Marketing & sales

Customer acquisition is a proposed operating process with a saved budget, not evidence of achieved channel return. The owner should connect activity to transactions and repeat purchasing before scaling spend.

Customer acquisition

Proposed channels are local discovery, accurate reservation listings, neighborhood introductions and paid preview dinners. The monthly local-marketing allowance is \$1,500.00. Track reservations that become seated guests, the food-only bill and subsequent visits. Avoid counting social followers as dinner demand.

Sales process

Guests reserve or walk in, order during the visit and pay at the end of service. The saved model assumes zero collection days. Tips and customer sales tax are outside revenue; any gratuity administration, refund or additional processor terms require explicit review.

Retention & measurement

The proposed weekly review tracks repeat purchase, realized bill, complaints, refunds and contribution by buying occasion. Cost a discount before offering it; saved discounts and refunds are currently zero. Ask for feedback without inventing reviews, then revise the operating input when measured behavior supports the change.

Assumptions: Acquisition effectiveness and repeat demand are untested.

Open questions: Which channel produces enough repeat contribution within the allowance?

06

Operations & milestones

The restaurant must deliver the planned volume with its actual kitchen, premises and paid team. Sales capacity and demand are separate inputs; a capacity ceiling is not a forecast that the kitchen will sell out.

Facilities & resources

The site assumption is 3,200 sq ft with 80 dining seats. Base rent is \$9,000.00 plus \$1,500.00 NNN/CAM per month. These are unquoted allowances. Second-generation premises refurbishment \$190,000.00; Kitchen and refrigeration \$140,000.00; Dining room furniture and fixtures \$60,000.00; POS, booking hardware and signage \$10,000.00. Inspect hood, grease handling, power, fire safety, access and building condition before confirming the work scope.

Service delivery

A host seats guests, servers take orders, the kitchen cooks to ticket and a runner coordinates the pass. The owner manages booking, staff coverage and the nightly close. Table turns and kitchen throughput must both support the covers target. Extra demand cannot be served by adding seats in the forecast alone. The model uses seven inventory days and seven supplier-payment days. Perishable stock still needs recipe-level purchasing and waste control; a modeled stock target does not establish safe food handling or supplier availability.

Launch & development milestones

The proposed sequence is paid menu testing, site inspection, conditional commercial terms, contractor and equipment quotes, permit review, hiring, training and a controlled soft opening. January 2027 is the modeled first operating month, not an approval promise. Do not compress permit or site-work dependencies merely to fit the forecast start date.

Assumptions: A usable second-generation shell is assumed; actual work scope is unknown.
Open questions: Which site condition, approval or staffing gap could delay opening?

07

Funding request & use of funds

The funding scenario uses equity at prelaunch month 0, without debt. Proposed financing is kept separate from sales revenue and project profitability.

Use of funds

Saved startup uses total \$459,000.00: \$400,000.00 assets, \$50,000.00 expensed setup and \$9,000.00 opening stock. Second-generation premises refurbishment \$190,000.00; Kitchen and refrigeration \$140,000.00; Dining room furniture and fixtures \$60,000.00; POS, booking hardware and signage \$10,000.00. Setup is an illustrative allowance for pre-opening occupancy, training, professional preparation and permissions. It is not an itemized quote or a promise that all site costs fit.

Sources of funding

The financialModel equity input is \$600,000.00, comprising \$180,000.00 proposed owner funding and \$420,000.00 proposed external equity. Neither contribution is secured. The saved model assumes both are available before launch spending; later or partial contributions require a new cash scenario.

Owner contribution

The working owner contribution of \$180,000.00 is fictional and must be verified for a real launch. Owner compensation is already included in payroll. Work contributed by the founder does not automatically pay a contractor invoice or provide the same liquidity as contributed cash.

Funding request

The external request is \$420,000.00. Combined proposed funding leaves \$141,000.00 opening cash. This is an operating reserve and unallocated contingency, not an extra startup expense. The saved funding gap is \$0.00 in this particular funded scenario; a request and a gap are different measures.

Assumptions: No loan, investment commitment or ownership terms are supplied.
Open questions: Are contributions available when deposits, setup and equipment payments fall due?

08 Financial plan

The native saved forecast covers 36 operating months, January 2027-December 2029, with prelaunch separately reported. All document and page amounts use this exact saved run.

Forecast assumptions

Dinner covers - full service: 112 per open day × 26 days × \$42.00 at the end of a 6-month ramp. Daily capacity 160. A larger dining room and staffed service shift create fixed commitments before the sales ramp is complete. No alcohol license, bar margin, tip income or events are assumed. Working-owner pay is included; employer costs add 15%. The flat 21% income-tax provision is a simplified input, not a tax opinion. Prices grow 2% annually; units grow 3% annually subject to capacity. Fixed costs and wages grow 3% annually.

Financial outlook

Year 1: revenue \$1,161,888.00, EBITDA -\$30,805.22, net income -\$106,225.05, closing cash \$106,108.28. Year 2: revenue \$1,541,910.96, EBITDA \$194,009.28, net income \$104,023.98, closing cash \$272,465.60. Year 3: revenue \$1,619,931.72, EBITDA \$220,602.72, net income \$125,032.79, closing cash \$459,831.72. EBITDA excludes depreciation, interest and income tax; net income includes the saved depreciation and tax provision. The operating years exclude prelaunch setup expense. A first-year result must be interpreted with the ramp and paid team intact.

Cash needs & financial resilience

The lowest modeled cash balance is \$20,106.49. The saved funding gap is \$0.00. First positive operating EBITDA occurs in month 5. Pre-tax project payback is not reached within 36 months. Cash differs from net income because of launch assets, depreciation, working capital and financing. Inspect the full cash-flow and balance-sheet reports before deciding the reserve is sufficient.

Debt & repayment

No loan draw, interest, principal repayment or lending approval is modeled. Adding debt requires its actual amount, draw date, interest rate and repayment terms in financialModel. The current equity-only forecast establishes neither bank affordability nor investor return. Project payback is a pre-tax operating measure, not a shareholder distribution schedule.

Assumptions: No actual profit, guaranteed return or financing approval is implied.

Open questions: Does the downside still have enough cash after all required site costs are included?

09 Risks & contingencies

The main risks follow from the chosen format, rather than from a generic list of restaurant challenges. The cash result depends on both the operating inputs and the full proposed equity arriving at prelaunch.

Key risks

Table turns and kitchen throughput must both support the covers target. Extra demand cannot be served by adding seats in the forecast alone. A larger dining room and staffed service shift create fixed commitments before the sales ramp is complete. No alcohol license, bar margin, tip income or events are assumed. No alcohol, third-party delivery, catering, debt, owner distributions, refundable lease deposits or second location. Add missing site requirements and deposits before treating this as a funding budget. Demand could ramp more slowly, recipes could waste more stock and staff coverage could cost more than assumed. Model omissions remain omissions even where the base case reconciles arithmetically.

Contingency actions

Make the site decision conditional on paid dinner tests, a written work scope and a coverage-based roster. Recalculate lower covers with wages and rent unchanged, then inspect the cash low point. If the reserve becomes inadequate, reduce commitments or postpone the launch; do not assume price increases or staff cuts are costless.

Assumptions: This is one base case; reconciliation is not proof of commercial viability.

Open questions: Which measured signal would cause the owner to redesign or postpone?

10 Supporting documents

The supplied material is the fictional operating specification, one saved financial run, this complete plan and the ten-slide pitch. No lease, vendor quote, permit, tax opinion or signed investment document is supplied.

Available supporting information

The delivered package includes the business-plan PDF with native annual financial appendix, seven-section financial-report PDF and ten-slide pitch-deck PDF. Their totals share one financialModel and saved calculation identity. The website displays actual PDF interiors and provides the complete files for inspection. Generated scene illustrations are conceptual, not photographs of premises.

Documents to obtain

Obtain paid-test records, recipe and packaging costs, equipment and refurbishment quotes, a premises inspection, actual lease and refundable-deposit terms, shift coverage, supplier and channel contracts, applicable permissions, entity/tax advice and funding commitments. Add each material change to the model, save a new run and regenerate all dependent documents together.

Assumptions: Research provenance is retained internally; the public plan does not include a bibliography.

Open questions: Which missing evidence changes the decision before any money is committed?

THE SAVED FINANCIAL RUN

Annual financial appendix

All amounts are USD and come from the saved financial run. Operating years exclude pre-opening expenses; closing balances are never added together.

Cash & operating summary

Indicator	USD
Minimum cash, including prelaunch	20,106.49
Unfunded cash gap	0.00
Operating-period net income	122,831.72
Final closing cash	459,831.72

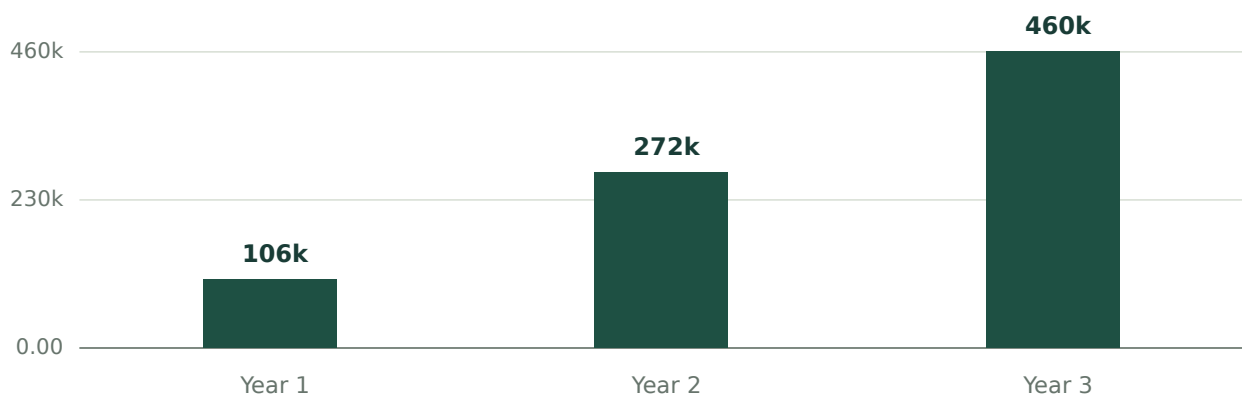
Profit and loss - USD

Item	Year 1	Year 2	Year 3
Revenue	1,161,888.00	1,541,910.96	1,619,931.72
Cost of goods sold	371,804.16	493,411.56	518,378.16
Gross profit	790,083.84	1,048,499.40	1,101,553.56
Operating expenses	820,889.06	854,490.12	880,950.84
EBITDA	-30,805.22	194,009.28	220,602.72
Depreciation	62,333.33	62,333.34	62,333.33
Interest expense	0.00	0.00	0.00
Income tax	13,086.50	27,651.96	33,236.60
Net income	-106,225.05	104,023.98	125,032.79

Cash flow - USD

Item	Year 1	Year 2	Year 3
Opening cash	141,000.00	106,108.28	272,465.60
Operating cash flow	-34,891.72	166,357.32	187,366.12
Investing cash flow	0.00	0.00	0.00
Financing cash flow	0.00	0.00	0.00
Net cash movement	-34,891.72	166,357.32	187,366.12
Closing cash	106,108.28	272,465.60	459,831.72

Closing cash, year by year



Year-end balances from the same saved forecast. Exact figures appear in the cash-flow table above.

Balance sheet - USD

Item	Year 1	Year 2	Year 3
Cash	106,108.28	272,465.60	459,831.72
Receivables	0.00	0.00	0.00
Inventory	9,132.03	9,594.11	10,079.58
Fixed assets, net	337,666.67	275,333.33	213,000.00
Total assets	452,906.98	557,393.04	682,911.30
Payables	9,132.03	9,594.11	10,079.58
Loan balances	0.00	0.00	0.00
Total liabilities	9,132.03	9,594.11	10,079.58
Equity	443,774.95	547,798.93	672,831.72
Reconciliation difference	0.00	0.00	0.00

Launch budget & proposed funding

Item	USD
Setup expenses	50,000.00
Asset purchases	400,000.00
Opening stock purchases	9,000.00
Owner contributions	600,000.00
Loan proceeds	0.00
Cash at launch	141,000.00
Opening inventory balance	9,000.00
Opening loan balance	0.00

Operating break-even - USD

Measure	Year 1	Year 2	Year 3
Break-even revenue	1,208,990.78	1,245,260.66	1,282,618.70
Margin of safety	-47,102.78	296,650.30	337,313.02

Project payback

Measure	Saved result
Initial project outlay (USD)	459,000.00
Payback	Not recovered within the forecast
Final cumulative project cash (USD)	-66,193.22

Review before committing

11 saved 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.

Juniper Table is a fictional planning example. Premises, customer demand, costs and funding are illustrative; no actual trading results or secured investment are claimed.

All demand, wages, rent, equipment, supplier and channel terms are unquoted illustrative inputs. Replace them with actual operating evidence.

Working-owner salary is included once. A 15% employer-cost allowance is added to paid roles; no statutory payroll calculation is claimed.

The 21% flat income-tax input is a planning provision, not entity or owner tax advice. Revenue excludes customer sales tax and tips.

Funding is proposed equity at month 0; no investment is committed. Startup uses exclude refundable deposits and unknown site-specific work.

No alcohol, third-party delivery, catering, debt, owner distributions, refundable lease deposits or second location. Add missing site requirements and deposits before treating this as a funding budget.

The six-month ramp and two-turn seating plan are hypotheses; trial dinners and a coverage-based roster must validate them.

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. Detailed inputs and policies remain in the saved financial model.