

Fernbrook Analytics

Daily inventory forecasts for restaurant groups.

Seed round: \$1.8M

Sample work, fictional company

THE ASK

Raising \$1.8M to reach 200 restaurant groups by the end of Year 3.

YEAR 1

30

restaurant groups live

YEAR 2

90

restaurant groups live

YEAR 3

200

restaurant groups live

The raise funds the plan through Year 3, with **\$248,800** still in the bank at the end.

PROBLEM

Kitchen managers order perishables from memory.

Each location orders from last week's feel for the numbers, so the same group over-orders in one kitchen and runs short in the next.

ORDER TOO MUCH

Produce, dairy and fish spoil before they are used.

ORDER TOO LITTLE

Dishes come off the menu in the middle of service.

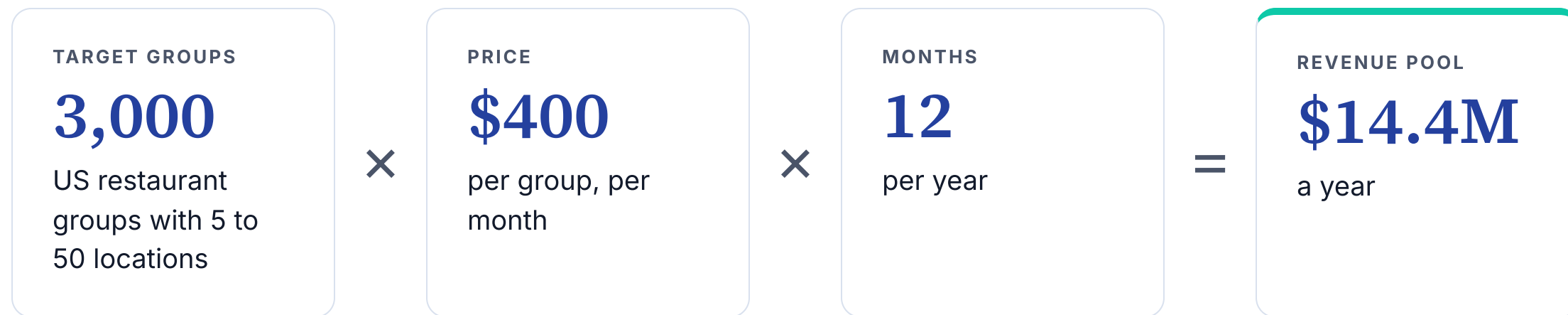
PRODUCT

A daily order list built from each location's own sales.

- 1 Reads each location's sales from the point-of-sale system every night.
- 2 Forecasts every ingredient for every location for the next day.
- 3 Sends a suggested order to the kitchen manager before the supplier cut-off.

MARKET, COUNTED BOTTOM-UP

**3,000 target groups ×
\$400 × 12 = \$14.4M a year.**



The Year 3 plan reaches 200 groups, **about 7%** of the target.

BUSINESS MODEL

\$400 per group per month, at an 80% gross margin.

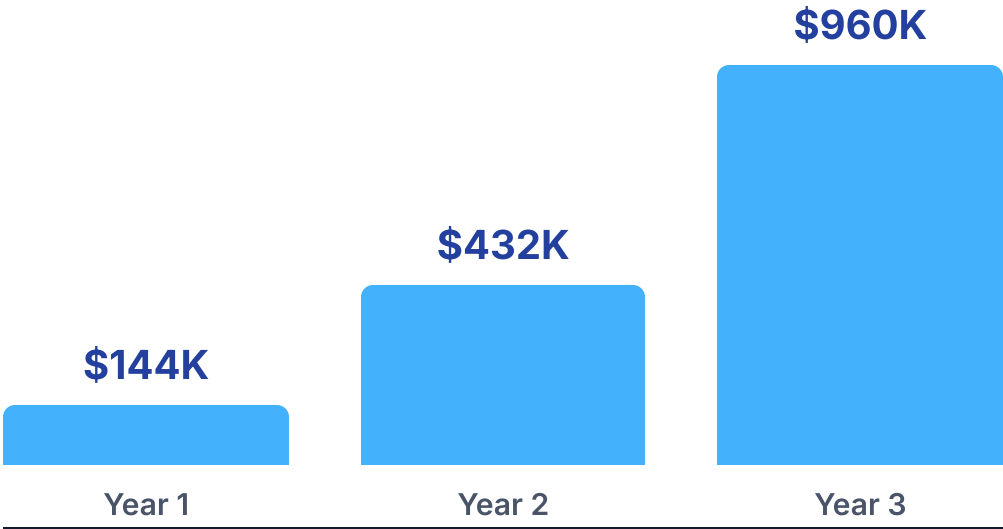
PRICE \$400 per group, per month	—	COST OF REVENUE (20%) \$80 data, hosting and onboarding	=	GROSS PROFIT (80%) \$320 per group, per month
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The same 80% margin is used on every slide and in the model.

REVENUE BUILD

Revenue is groups × price × 12, not a typed growth rate.

	YEAR 1	YEAR 2	YEAR 3
New groups won	30	60	110
Groups at year end	30	90	200
Price per month	\$400	\$400	\$400
Revenue	\$144,000	\$432,000	\$960,000



Sample work, fictional company

Same formula as the model

UNIT ECONOMICS

Each new group pays back its sales cost in under 10 months.

	YEAR 1	YEAR 2	YEAR 3
Sales and marketing spend	\$90,000	\$150,000	\$240,000
New groups won	30	60	110
Cost to win one group	\$3,000	\$2,500	\$2,182
Gross profit per group, per month	\$320	\$320	\$320
Months to pay back	9.4	7.8	6.8

TEAM AND COSTS

Every planned hire appears in the operating costs.

	YEAR 1	YEAR 2	YEAR 3
People on payroll	4	6	8
Salaries (\$90,000 average)	\$360,000	\$540,000	\$720,000
Payroll taxes (10%)	\$36,000	\$54,000	\$72,000
Sales and marketing	\$90,000	\$150,000	\$240,000
Software, rent and admin	\$114,000	\$156,000	\$168,000
Operating costs	\$600,000	\$900,000	\$1,200,000

FINANCIALS

The three statements tie out, and the cash lasts through Year 3.

	YEAR 1	YEAR 2	YEAR 3
Revenue	\$144,000	\$432,000	\$960,000
Net income	(\$484,800)	(\$554,400)	(\$432,000)
Ending cash	\$1,303,200	\$724,800	\$248,800
Balance check	0.00	0.00	0.00

RAISED
\$1,800,000

—

NET LOSSES, YEARS 1 TO 3
\$1,471,200

—

CASH TIED UP IN RECEIVABLES
\$80,000

=

CASH AT END OF YEAR 3
\$248,800