

The daily operating model

Use actual net sales, excluding tax and tips. Example inputs are planning illustrations, not industry benchmarks.

☐ **Average net order: \$12**

Variable product and packaging cost per order: \$3.

☐ **Payment fee: 3% plus \$0.15**

Example fee only. Use your actual transaction pricing.

☐ **Scheduled labor: \$360 per day**

Include preparation, opening, closing and employer costs. Count labor once.

☐ **Other operating costs: \$240 per day**

Use a consistent allocation and reconcile the whole month.

☐ **Paid orders: 80 per day**

Contribution per order: \$8.49. Break-even: 71 orders. Surplus: \$79.20.

Contribution = order value - variable cost - percentage fee - fixed transaction fee. Break-even = operating costs / contribution, rounded up. Nonpositive contribution cannot cover positive costs.

Operating surplus is before debt service, income tax and major equipment purchases. Update staffing and order mix when volume changes.

My most uncertain input / how I will measure it

Batch yield and weekly review

Measure what can be sold. Keep preparation labor in one place in the full model.

Product / lot / recipe version / batch date

Ingredient cost / finished measured servings / losses / paid servings

Ingredient cost recovered per paid serving = batch ingredient cost / paid servings. Add packaging, modifiers and payment costs separately. Do not count the same loss twice.

Weekly review

Orders / net sales / average net order

Product usage / recorded waste / unexplained difference

Paid labor / other costs / operating result

Largest change / evidence / one test / owner / review date

Cash and offer decisions

Keep the timing of payments beside the profit model. Use the CSV worksheet for an editable daily calculation.

Thirteen-week cash calendar

For each week: opening cash + receipts - payments = closing cash. Carry closing cash into the next week. Separate payroll, taxes, rent, suppliers, debt principal and interest, equipment and owner draws.

Next cash pinch / payment date / action

Offer test card

Audience / desired behavior / start and end dates

Paid price / contribution per order / extra offer costs

Normal comparison / additional orders required / cost cap

Return observation window / result / keep or stop
