ILLUSTRATIVE BUSINESS SETUP AND LAUNCH ASSESSMENT

Test the venture before launch decisions become expensive.

A pre-launch assessment builds an evidence-based view of whether the model is commercially and operationally ready. It challenges the assumptions, defines what must be in place and establishes readiness gates before capital, supplier and staffing commitments are finalised.

Standard-complexity, single-location venture

$4,500 + GST

More complex, multi-location or capital-intensive ventures are quoted according to requirements.

01

Commercial assumptions

Test the demand, pricing, sales-mix and margin assumptions that the venture depends on.

02

Break-even

Model fixed and variable costs, required sales volume, working-capital pressure and sensitivity to slower ramp-up.

03

Operating model

Define how work, service, fulfilment, quality control and management responsibilities will function day to day.

04

Suppliers and systems

Map critical supplier requirements, lead times, dependencies, core systems, data and reporting needs.

05

Staffing

Set the required roles, coverage, training, accountability and labour assumptions for launch and early trading.

06

Launch risks

Identify approvals, premises, supply, cash, capability and timing risks before they become launch-day problems.

07

Readiness gates

Use evidence-based go, hold or revise decisions for premises, systems, suppliers, people and market readiness.

08

First-90-day measures

Define the commercial, operational, customer and people measures that will show whether the model is working.

GATE 1

Commercial case

Demand, pricing, margins, break-even and funding assumptions are credible enough to proceed.

GATE 2

Operating readiness

Premises, suppliers, systems, workflows, staffing and responsibilities are sufficiently defined.

GATE 3

Controlled launch

Critical risks have owners, launch conditions are met and the first-90-day measures are ready.

Executive overview.

Aegean Street Kitchen is a single-site hospitality example with demand, an experienced team and several connected constraints. The preview shows the decision-making structure; the complete 29-section report remains available below.

Explore the full assessment ↓

Download PDF ↗

SAMPLE CAPABILITY SCORECARD

Where attention is required.

The scorecard is a starting view. Each rating is supported by findings, evidence confidence, business effect and a defined next action in the full report.

01 **Operations**

Stable

02 **Commercial Performance**

Requires Attention

03 **Customer Experience**

Stable

04 **Digital Capability**

Priority

05 **People and Management**

Requires Attention

06 **Growth Readiness**

Priority

THREE EXAMPLE FINDINGS

01

Peak workflow

Crossing queue and collection paths reduce throughput, place pressure on labour and weaken the customer handover.

02

Commercial visibility

Product, waste and channel contribution are not visible enough to support confident pricing and investment decisions.

03

Management capacity

Owner dependency and incomplete operating standards constrain consistent delivery and growth readiness.

Visible concern

Peak wait and congestion

Workflow crossings

Menu complexity

No measured flow standard

Lower throughput

Longer customer waits

Weaker peak conversion

COMMERCIAL SCENARIO PREVIEW

See what improved performance could look like.

The full report separates the baseline, target assumptions, delivery cost and first-year realisation so each decision can be tested.

Current revenue

$1.20m

Target scenario revenue

Approximately $1.39m

Annualised operating-profit opportunity

Approximately $125,000

30/60/90-day roadmap preview.

The early sequence validates evidence, assigns responsibility, implements the highest-confidence priorities and measures whether the operating result is changing.

1. 01
   ### First 30 days
   - Confirm priorities and owners
   - Launch quick wins
   - Establish baseline measures
2. 02
   ### Days 31–90
   - Build on early wins
   - Deliver strategic initiatives
   - Strengthen reporting
3. 03
   ### Longer term
   - Embed capabilities
   - Drive continuous improvement
   - Test growth readiness

Need the working detail?

The complete worked report follows, including evidence, score definitions, full findings, scenario methodology, priorities, risks, KPIs and delivery scope.

Explore the full assessment ↗

Request a Complimentary Business Health Check →

PROONE
GROUP

BUSINESS PERFORMANCE ASSESSMENT

01 · ILLUSTRATIVE BUSINESS PERFORMANCE ASSESSMENT

Aegean Street Kitchen

Mediterranean fast-casual venue · One location

Prepared by

ProOne Group

Location

Broadbeach trade area, Gold Coast

Assessment fee

$4,500 + GST for a standard single-site operation. Multi-site or complex operations are quoted according to requirements.

Document status

Worked sample

Example report structure · July 2026

02

How to use this sample

Read the report as a connected decision document, not as a collection of isolated scores.

> Aegean Street Kitchen is a constructed example. Its name, observations and figures are sample information; live work uses verified client evidence. Scenario values are decision tools, not forecasts or quotes.

01

Start with the evidence

The business profile, current performance and capability findings establish what is supported and what still needs validation.

02

Follow the causal chain

Connected causes show why a visible service problem can also affect customers, labour, margin and growth readiness.

03

Test the commercial case

The opportunity bridge and scenarios keep revenue, gross profit, operating profit and implementation cost separate.

04

Use the roadmap to decide

Every priority has an owner, dependency, measure and completion evidence so implementation can be governed.

03

Business profile

The assessment begins by defining the operating context, source period and evidence limits.

Profile item	Assessment detail
Business name	Aegean Street Kitchen
Industry	Hospitality - Mediterranean fast-casual
Operating model	Single-site counter-service venue with walk-in and online orders
Number of sites	One
Trading profile	Broadbeach trade area, Gold Coast; peak lunch service is the primary observed pressure point
Team profile	14 employees; owner and key-person dependency remains a material concern
Current operating concerns	Peak congestion, incomplete margin and labour visibility, menu complexity, inconsistent routines and weak owned demand foundations
Assessment scope	One location, leadership and team interviews, financial review, competitor review, site observation and customer-experience observation
Data period reviewed	FY2024-FY2026 sample management information, plus one weekday lunch observation
Information limitations	The worked-example data is unaudited. Waste, repeat visitation, service time and order accuracy are reconstructed baselines that require validation in a live assessment.

Assessment objectives

1. Stabilise peak service and improve commercial visibility
2. Simplify the offer and lift perceived value
3. Build owned local demand without committing to a second site before the current venue is demonstrably repeatable

04

Executive summary

The decision-maker view of current position, opportunity, risk and recommended sequence.

OVERALL ASSESSMENT

Demand exists, but the operating system is not converting it into consistent service, profit visibility or management capacity.

Aegean Street Kitchen has a viable $1.2 million revenue base and an experienced team. Peak flow, product complexity, incomplete commercial reporting and owner dependency are connected constraints. The next decision is to stabilise and measure the current site before wider brand, digital or growth investment.

Current performance	Target scenario performance	Annualised target opportunity
$1.20m revenue $48,000 operating profit · 4.0% margin	**Approximately $1.39m revenue** Approximately $173,000 operating profit · 12.5% margin	**Approximately +$125,000** Operating-profit uplift at a stabilised twelve-month run rate
First-year realised opportunity	**Expected implementation period**	**Principal dependencies**
Approximately +$94,000 75% of the annualised uplift during implementation and stabilisation	**Approximately 5–8 months** Subject to scope, access, investment and execution quality	**Validated economics and leadership capacity** Appropriate investment, coordinated sequencing and sustained performance management

Based on the operating assumptions used in this sample, the target scenario identifies an annualised operating-profit opportunity of approximately $120,000–$130,000.

Key target assumptions

- Transaction volume increases by approximately 8%
- Average transaction value increases by approximately 7%
- Gross margin improves by 3.0 percentage points

- Labour cost improves by 2.0 percentage points
- Waste reduces by approximately 30% within the gross-margin assumption
- 75% of the annualised opportunity is realised in year one

Current position

- Aegean Street Kitchen is a commercially viable single-site business. Performance is constrained because peak service flow, product architecture, labour visibility, premises presentation and local demand systems do not work together.

Principal constraints

- Peak congestion and slow handoff
- Weak margin, labour and channel visibility
- Inconsistent training and management routines

Highest-value opportunities

- Redesign order, queue and handoff flow
- Simplify the menu and create premium bundles
- Install a weekly revenue, margin and labour rhythm
- Refresh customer-facing presentation and owned digital foundations

Immediate risks

- Owner and key-person dependency
- Incomplete recipe and waste data
- Expansion before the current site is repeatable

Recommended implementation sequence

Stabilise and measure → build operating foundations → refresh and relaunch → sustain and test growth.

Commercial range

Approximately $62,000–$207,000 annualised operating-profit improvement across the three scenarios.

Confidence level

Medium overall. Operating observations are clearer than product, waste, customer and channel economics.

05 Current performance snapshot

Each number states its unit, period, definition and evidence basis so financial categories are not mixed.

Revenue **$1,200,000** AUD · FY2026	Transactions **80,000** Completed transactions · FY2026	Average transaction value **$15.00** AUD per transaction · FY2026
Gross profit **$744,000** AUD · FY2026	Gross margin **62.0%** % of revenue · FY2026	Cost of goods **$456,000** AUD · FY2026

Metric	Value	Unit	Time period	Definition	Source or assumption
Revenue	$1,200,000	AUD	FY2026	Total sales recognised in the sample management P&L	Sample management P&L; unaudited
Transactions	80,000	Completed transactions	FY2026	Completed, non-voided transactions across walk-in and online channels	Sample POS reconstruction
Average transaction value	$15.00	AUD per transaction	FY2026	Revenue divided by 80,000 completed transactions	Calculated from sample revenue and transaction count
Gross profit	$744,000	AUD	FY2026	Revenue multiplied by the supported 62.0% gross margin	Derived from the sample management P&L
Gross margin	62.0%	% of revenue	FY2026	Revenue less direct product costs, divided by revenue	Sample management P&L; recipe and waste visibility remains weak
Cost of goods	$456,000	AUD	FY2026	Direct product costs equal to 38.0% of revenue	Derived from revenue less gross profit
Labour	$384,000 (32.0%)	AUD and % of revenue	FY2026	Employment costs divided by revenue	Sample management P&L; payroll mapping is incomplete
Occupancy	$129,600 (10.8%)	AUD and % of revenue	FY2026	Rent and occupancy costs included within controllable operating expenses	Sample management P&L
Controllable operating expenses	$312,000	AUD	FY2026	Occupancy and other controllable operating expenses, excluding labour and cost of goods	Sample management P&L
Operating profit	$48,000	AUD	FY2026	Operating result before tax in the sample management P&L	Sample management P&L; 4.0% of revenue
Recorded waste	$18,240 (4.0%)	AUD and % of cost of goods	FY2026	Recorded spoilage, over-production and yield variance	Reconstructed sample waste log
Repeat visitation	28%	% of identifiable customers	Trailing 90 days	Identifiable customers completing a second purchase within 90 days	Reconstructed sample customer records
Service time	7 min 42 sec	Median elapsed time	Current-month peak sample	Payment to handoff; the observed 90th-percentile result was 12 min 40 sec	Structured peak-period observation

Metric	Value	Unit	Time period	Definition	Source or assumption
Order accuracy	96.8%	% of sampled orders	Current month	Orders handed over without a recorded item, modifier or packaging error	Order-check sample
Overall diagnostic score	47.3 / 100	Weighted score	Assessment date	Existing weighted result across the original eleven assessment categories	Sample assessment scorecard; capability scores below use the separate defined five-point scale

Current-versus-target KPI summary

KPI	Current	Target	Review frequency	Owner
Revenue	$1,200,000	Approximately $1,387,000	Annual	Owner / bookkeeper
Operating profit	$48,000	Approximately $173,000	Annual	Owner / bookkeeper
Service time	7m 42s median	≤6m 30s median	Weekly peak sample	Operations lead
Order accuracy	96.8%	≥98.0%	Weekly	Venue manager
Labour percentage	32.0%	≤30.0% target-scenario model	Weekly / monthly	Venue manager
Average transaction value	$15.00 annual baseline	$16.05 target-scenario model	Weekly / monthly	Venue manager

Three-year financial context

Metric	FY2024	FY2025	FY2026	Assessment finding
Revenue	$1,170,000	$1,230,000	$1,200,000	Growth reversed in the latest year
Gross margin	61.5%	62.3%	62.0%	Below plausible potential; recipe and waste visibility weak
Labour	31.0%	31.5%	32.0%	Peak inefficiency and scheduling mismatch
Occupancy	10.8%	10.3%	10.8%	High but manageable if throughput improves
Other operating costs	14.2%	14.8%	15.2%	Delivery fees and repairs rising
Operating profit	$29,250	$70,110	$48,000	Inconsistent and vulnerable

> Control: revenue is sales, gross profit is revenue less direct product costs, and operating profit is the result after operating expenses. They are shown separately throughout this sample.

06

Findings by capability

Six website capabilities translate evidence into scored findings, actions and implementation dependencies.

Maturity score

How consistently the business has defined, documented and managed the capability.

Performance score

How effectively the capability is contributing to the desired business result.

Confidence

How reliable and complete the available evidence is.

OPERATIONS & SYSTEMS

Order, queue and handoff paths intersect at peak periods, while online and walk-in work converges at one collection point.

Immediate priority

Maturity

2 → 4 / 5

Weak to Controlled

Performance

2 → 4 / 5

Weak to Controlled

Priority

Immediate priority

Recommended implementation priority

Confidence

High

Evidence reliability

EVIDENCE

- The collection path crosses the menu queue
- Two products create disproportionate assembly complexity
- One observed order took 12 minutes 40 seconds from payment to handoff

BUSINESS EFFECT

Peak throughput, labour productivity and customer confidence are weakened when demand is most valuable.

RECOMMENDED ACTION

Measure eight peak periods, redesign the order-to-handoff flow and document the approved standard.

DEPENDENCY

Access to peak trading periods, roster coverage and confirmed product steps.

EVIDENCE THAT WOULD MOVE THE SCORES

Repeated service-time data, an approved workflow, four weeks of adherence and a sustained reduction in median and 90th-percentile service time.

COMMERCIAL PERFORMANCE

Weekly decisions rely on total sales and bank balance rather than reconciled revenue, gross margin, labour and channel contribution.

Immediate priority

Maturity

2 → 4 / 5

Weak to Controlled

Performance

2 → 4 / 5

Weak to Controlled

Priority

Immediate priority

Recommended implementation priority

Confidence

Medium

Evidence reliability

EVIDENCE

- Delivery-platform fees are grouped with general expenses
- Recipe costing excludes packaging, sauces, waste and yield variance
- FY2026 operating profit is $48,000 on $1.2 million revenue

BUSINESS EFFECT

Pricing, purchasing and roster decisions cannot respond quickly enough to margin or labour drift.

RECOMMENDED ACTION

Reconcile POS, payroll and P&L data into a weekly commercial performance pack with named owners.

DEPENDENCY

Clean exports, agreed definitions and bookkeeper participation.

EVIDENCE THAT WOULD MOVE THE SCORES

Four reconciled weekly packs, explained variances, closed actions and validated product contribution data.

CUSTOMER EXPERIENCE & BRAND

Service friction, faded signage and inconsistent menu-board hierarchy weaken the experience and perceived value.

Near-term priority

Maturity

2 → 4 / 5

Weak to Controlled

Performance

2 → 4 / 5

Weak to Controlled

Priority

Near-term priority

Recommended implementation priority

Confidence

High

Evidence reliability

EVIDENCE

- Customers cross the collection path while reading the menu
- Exterior signage is faded and partially obscured
- Menu boards use inconsistent typography and hierarchy

BUSINESS EFFECT

Customers face slower decisions and handoff friction, while the physical presentation does not fully support the price point.

RECOMMENDED ACTION

Correct service-flow friction first, then approve a measured signage, menu-board and customer-facing refresh.

DEPENDENCY

Approved workflow, menu architecture, supplier quotations and brand brief.

EVIDENCE THAT WOULD MOVE THE SCORES

Stable service measures, resolved navigation friction, approved presentation standards and improved validated customer feedback.

The experienced team is customer-friendly, but role authority, training and weekly action ownership remain inconsistent and owner-dependent.

Build the foundation

Maturity

2 → 4 / 5

Weak to Controlled

Performance

3 → 4 / 5

Developing to Controlled

Priority

Build the foundation

Recommended implementation priority

Confidence

Medium

Evidence reliability

EVIDENCE

- Management routines are not consistently documented
- Venue-manager action ownership is not embedded
- Expansion readiness depends on reducing owner rescue

BUSINESS EFFECT

Execution quality varies and operating improvements may not hold without leadership capacity and clear accountability.

RECOMMENDED ACTION

Assign venue-manager ownership, define supervisor routines and train the team against the approved operating standard.

DEPENDENCY

Workflow standard, role authority and protected training time.

EVIDENCE THAT WOULD MOVE THE SCORES

Documented role standards, training completion, four weeks of action closure and routine operation without owner intervention.

DIGITAL & TECHNOLOGY

The business lacks a meaningful website, owned customer database and reconciled reporting foundation.

Build the foundation

Maturity

1 → 3 / 5

Critical to Developing

Performance

2 → 4 / 5

Weak to Controlled

Priority

Build the foundation

Recommended implementation priority

Confidence

High

Evidence reliability

EVIDENCE

- No meaningful website
- No owned customer database
- POS, payroll and P&L are not reconciled weekly

BUSINESS EFFECT

Local discovery, retention measurement and management visibility remain dependent on fragmented systems and external platforms.

RECOMMENDED ACTION

Define the reporting data model, privacy controls and customer journey before selecting website, loyalty or automation providers.

DEPENDENCY

Stable offer, clean data, privacy requirements, provider scope and approved budget.

EVIDENCE THAT WOULD MOVE THE SCORES

Connected reporting, documented ownership, privacy controls, measured adoption and reliable customer and commercial data.

GROWTH & EXPANSION

The current site has a viable revenue base, but its service model, controls and management capacity are not yet demonstrably repeatable.

Monitor or validate

Maturity

2 → 3 / 5

Weak to Developing

Performance

2 → 3 / 5

Weak to Developing

Priority

Monitor or validate

Recommended implementation priority

Confidence

Medium

Evidence reliability

EVIDENCE

- Peak flow remains unstable
- Profit visibility is incomplete
- Owner and key-person dependency remains material

BUSINESS EFFECT

A second-site or broad demand commitment could add complexity and capital risk before the current venue is ready.

RECOMMENDED ACTION

Prepare an expansion gate and defer site-two commitments until the current site sustains agreed KPIs for 90 days.

DEPENDENCY

Stable operating standards, reconciled KPIs, leadership capacity and funding review.

EVIDENCE THAT WOULD MOVE THE SCORES

Ninety days of stable KPIs, documented operating standards, management independence and an approved capital case.

07 Connected causes

The primary concern is a system effect: peak service congestion is not explained by one isolated failure.

Visible issue

Peak wait and congestion

Primary business concern

Crossing queue and collection paths

Menu and modifier complexity

No measured flow standard

Online and walk-in orders merge at handoff

Operational effect

Lower throughput and weaker labour productivity

Customer effect

Longer waits, confusing movement and weaker confidence

Commercial effect

Valuable peak demand converts less efficiently

Dependencies to resolve: Peak-period measurement | Validated menu steps | Role ownership | Team adoption

Symptom	Immediate cause	Underlying issue	Commercial effect
Peak wait and congestion	Crossing queue and collection paths	No measured flow standard	Lower throughput and weaker experience
Margin and labour drift	Incomplete short-cycle reporting	POS, payroll and P&L are not reconciled weekly	Slower corrective decisions
Menu complexity and waste	Too many choices and unique ingredients	Contribution, yield and waste data are incomplete	Lower contribution and slower service
Owner dependency	Role authority and continuity controls are incomplete	Weekly action ownership is not embedded	Execution and expansion risk

08

Priority matrix

Opportunities are classified by commercial impact, urgency, effort, confidence and dependency, then linked to their full recommendation.

Immediate priority

Redesign order, queue and handoff flow

Impact
High

Urgency
Immediate

Effort
Medium

Confidence
High

Dependency: Trading access and team participation

Install a weekly commercial performance rhythm

Impact
High

Urgency
Immediate

Effort
Low to medium

Confidence
Medium

Dependency: Clean exports and agreed definitions

Validate and simplify menu architecture

Impact
High

Urgency
Near term

Effort
Medium

Confidence
Medium

Dependency: Four-week validation and reporting definitions

Near-term priority

Refresh signage, menu boards and customer-facing finishes

Impact
Medium

Urgency
Near term

Effort
Medium to high

Confidence
High on current condition

Dependency: Stable flow, menu architecture and funding

Build the foundation

Embed venue-manager ownership and supervisor routines

Impact	Urgency
High	**Near term**
Effort	Confidence
Medium	**Medium**

Dependency: Workflow and reporting routines confirmed

Build the owned digital and retention foundation

Impact	Urgency
Medium	**Near term**
Effort	Confidence
Medium	**High on current gap**

Dependency: Stable offer economics and approved data controls

Monitor or validate

Establish an expansion readiness gate

Impact	Urgency
High	**After stabilisation**
Effort	Confidence
Low	**Medium**

Dependency: Stable current-site performance

09 Commercial opportunity bridge

The target scenario separates the commercial drivers and consolidates overlapping benefits so the total reconciles to operating profit.

TARGET TRANSFORMATION SCENARIO

How the annualised operating-profit opportunity is created

The bridge converts each driver to operating profit once. It does not stack revenue, gross profit and initiative values together.

Current operating profit

$48,000

Supported FY2026 baseline, equal to 4.0% of revenue.

Transaction-volume contribution

+$28,800

The 8% volume assumption is converted at the baseline 30% gross-margin-less-labour contribution rate. Marketing and repeat visitation sit inside this driver.

Average-transaction contribution

+$27,216

The 7% average-value change, including its interaction with transaction growth, is converted at the same baseline contribution rate.

Product mix, procurement and waste controls

+$41,602

The consolidated 3.0-point gross-margin improvement on target revenue. The 30% waste-reduction assumption supports this line and is not added separately.

Labour productivity

+$27,734

The 2.0-point labour improvement on target revenue, modelled once after the higher sales base.

Annualised target profit

$173,352

Baseline operating profit plus the $125,352 annualised opportunity.

First-year realisation adjustment

−$31,338

The target case assumes 75% of the annualised uplift is realised during implementation and stabilisation.

No double counting: transaction growth includes marketing and repeat-visitation effects; the average-transaction driver includes its interaction with volume; product mix, procurement and waste are consolidated into the 3.0-point gross-margin movement. These four drivers total the approximately $125,000 annualised uplift. The 75% first-year realisation factor then reduces that uplift to approximately $94,000.

10 Scenario modelling

Three differentiated decision cases are calculated from the same baseline and expose every material operating assumption.

> Select a scenario to review it on screen. The print and PDF version presents all three cases in full.

LOWER-COMPLEXITY CASE

Conservative Improvement

Quick wins, basic controls and operational corrections with measured implementation demands.

Baseline annual revenue	**$1,200,000**
Projected annual revenue	**Approximately $1,298,000**
Revenue uplift	**Approximately +$98,000**
Projected gross profit	**Approximately $824,000**
Projected labour cost	**Approximately $402,000**
Controllable expenses	**$312,000**
Baseline operating profit	**$48,000**
Projected operating profit	**Approximately $110,000**
Annualised profit uplift	**Approximately +$62,000**
First-year realised uplift	**Approximately +$37,000**
Operating-margin movement	**4.0% to approximately 8.5%**
Implementation period	**Approximately 3–5 months**
Implementation complexity	**Lower**
Confidence	**Medium to high**
Indicative payback	**Approximately 11 months**

Operating assumptions

- Transaction volume +4%
- Average transaction value +4%
- Gross margin +1.5 points
- Labour cost −1.0 point
- Waste reduction approximately 15%, consolidated within gross margin
- First-year realisation 60%

Principal dependencies: Verified baseline data, management follow-through, workflow approval and consistent use of basic operating controls.

Principal risks: Incomplete source data, uneven team adoption and benefits taking longer to stabilise.

Payback basis: $55,000 modelled implementation allowance. ProOne Group professional fees and third-party supplier or capital costs would be scoped separately.

RECOMMENDED TARGET CASE

Target Transformation

Coordinated operational, commercial, customer and digital implementation across the priority workstreams.

Baseline annual revenue	**$1,200,000**
Projected annual revenue	**Approximately $1,387,000**
Revenue uplift	**Approximately +$187,000**
Projected gross profit	**Approximately $901,000**
Projected labour cost	**Approximately $416,000**
Controllable expenses	**$312,000**
Baseline operating profit	**$48,000**
Projected operating profit	**Approximately $173,000**
Annualised profit uplift	**Approximately +$125,000**
First-year realised uplift	**Approximately +$94,000**
Operating-margin movement	**4.0% to approximately 12.5%**
Implementation period	**Approximately 5–8 months**
Implementation complexity	**Moderate**
Confidence	**Medium**
Indicative payback	**Approximately 7 months**

Operating assumptions

- Transaction volume +8%
- Average transaction value +7%
- Gross margin +3.0 points
- Labour cost −2.0 points
- Waste reduction approximately 30%, consolidated within gross margin
- First-year realisation 75%

Principal dependencies: Validated product economics, leadership capacity, appropriate investment, coordinated sequencing and sustained performance management.

Principal risks: Customer response, supplier delivery, operational disruption and incomplete implementation across connected workstreams.

Payback basis: $75,000 modelled implementation allowance. ProOne Group professional fees and third-party supplier or capital costs would be scoped separately.

HIGHER-EXECUTION CASE

Full Transformation

Broader transformation with strong execution, appropriate investment and sustained leadership commitment.

Baseline annual revenue	**$1,200,000**
Projected annual revenue	**Approximately $1,492,000**
Revenue uplift	**Approximately +$292,000**
Projected gross profit	**Approximately $992,000**
Projected labour cost	**Approximately $425,000**
Controllable expenses	**$312,000**
Baseline operating profit	**$48,000**
Projected operating profit	**Approximately $255,000**
Annualised profit uplift	**Approximately +$207,000**
First-year realised uplift	**Approximately +$176,000**
Operating-margin movement	**4.0% to approximately 17.1%**
Implementation period	**Approximately 8–12 months**
Implementation complexity	**High**
Confidence	**Low to medium**
Indicative payback	**Approximately 6 months**

Operating assumptions

- Transaction volume +13%
- Average transaction value +10%
- Gross margin +4.5 points
- Labour cost −3.5 points
- Waste reduction approximately 45%, consolidated within gross margin
- First-year realisation 85%

Principal dependencies: Strong leadership capacity, appropriate investment, team adoption, supplier delivery, disciplined sequencing and sustained performance management.

Principal risks: Execution stretch, market response, operational disruption, funding pressure and benefits not stabilising at the assumed pace.

Payback basis: $105,000 modelled implementation allowance. ProOne Group professional fees and third-party supplier or capital costs would be scoped separately.

> Projected revenue uses the combined effect of transaction growth and average transaction value: 80,000 baseline transactions × scenario volume change × $15 baseline average transaction value × scenario value change. Gross profit, labour and operating profit are then calculated from the resulting scenario revenue. Other controllable operating expenses remain at the supported $312,000 baseline rather than being reduced without evidence.

11 Recommended priorities

Each recommendation is specific enough to assign, fund, measure and accept as complete.

01 IMMEDIATE PRIORITY

Redesign order, queue and handoff flow

PROBLEM ADDRESSED

Crossing customer and collection paths create peak congestion.

WHY IT MATTERS

The constraint affects service time, throughput, labour productivity and confidence during valuable trading periods.

RECOMMENDED ACTION

Time eight peak periods, test a revised flow, approve the standard and monitor compliance.

OWNER

Operations lead

REQUIRED INPUT

Peak-period access, roster, order-channel and product-step data

DEPENDENCY

Trading access and team participation

INDICATIVE TIMING

0-60 days

INDICATIVE COST CATEGORY

Operational design and training

KPI

Median and 90th-percentile payment-to-handoff time

COMPLETION EVIDENCE

Approved workflow, training record and four weeks of service-time data

02

IMMEDIATE PRIORITY

Install a weekly commercial performance rhythm

PROBLEM ADDRESSED

Sales, gross margin, labour and channel contribution are not reconciled weekly.

WHY IT MATTERS

Without an agreed commercial view, pricing, purchasing and roster corrections occur too late.

RECOMMENDED ACTION

Map POS, payroll and P&L data, agree definitions, publish a weekly pack and close named actions.

OWNER

Owner and bookkeeper

REQUIRED INPUT

POS, payroll, P&L and delivery-platform exports

DEPENDENCY

Clean exports and agreed definitions

INDICATIVE TIMING

0-30 days

INDICATIVE COST CATEGORY

Management reporting setup

KPI

Weekly pack issued, reconciled and actions closed

COMPLETION EVIDENCE

Four consecutive reconciled packs with explained variances

03

IMMEDIATE PRIORITY

Validate and simplify menu architecture

PROBLEM ADDRESSED

Thirty-eight visible choices, modifier paths and unique ingredients add decision time, assembly complexity and waste.

WHY IT MATTERS

Changes to price or promotion should not amplify unmeasured leakage.

RECOMMENDED ACTION

Validate recipe, packaging, yield, waste and contribution for the top 25 products, then approve removals and premium bundles.

OWNER

Kitchen lead and owner

REQUIRED INPUT

Supplier invoices, recipes, yield tests, POS mix and waste records

DEPENDENCY

Four-week validation and reporting definitions

INDICATIVE TIMING

0-90 days

INDICATIVE COST CATEGORY

Commercial analysis and menu implementation

KPI

Validated unit contribution and product-mix performance

COMPLETION EVIDENCE

Approved product file, signed menu architecture and post-change mix report

04

BUILD THE FOUNDATION

Embed venue-manager ownership and supervisor routines

PROBLEM ADDRESSED

Improvement activity and operating continuity depend too heavily on owners and key people.

WHY IT MATTERS

The operating model cannot become repeatable while routine decisions require owner rescue.

RECOMMENDED ACTION

Define decision rights, weekly actions, shift controls and role-based training against the approved workflow.

OWNER

Owners and venue manager

REQUIRED INPUT

Role descriptions, roster capacity and approved standards

DEPENDENCY

Workflow and reporting routines confirmed

INDICATIVE TIMING

30-90 days

INDICATIVE COST CATEGORY

Leadership and training

KPI

Action closure and shifts operated without owner intervention

COMPLETION EVIDENCE

Signed role standards, training completion and four weeks of independent cadence

05

NEAR-TERM PRIORITY

Refresh signage, menu boards and customer-facing finishes

PROBLEM ADDRESSED

Customer-facing presentation does not consistently support the offer or price point.

WHY IT MATTERS

Presentation and navigation should reinforce the simplified service experience, not compete with it.

RECOMMENDED ACTION

Approve a brand and premises brief, obtain quotations and stage the refresh after flow and menu decisions.

OWNER

Owner with ProOne coordination

REQUIRED INPUT

Approved menu, brand brief, site constraints and quotations

DEPENDENCY

Stable flow, menu architecture and funding

INDICATIVE TIMING

91-180 days

INDICATIVE COST CATEGORY

Brand, signage and premises

KPI

Approved scope, on-time delivery and validated customer feedback

COMPLETION EVIDENCE

Completed works, defect closure and post-change customer observation

06

BUILD THE FOUNDATION

Build the owned digital and retention foundation

PROBLEM ADDRESSED

The business has no meaningful website or owned customer database.

WHY IT MATTERS

Discovery and retention remain difficult to measure and too dependent on external platforms.

RECOMMENDED ACTION

Define the customer journey, privacy controls, website, local search, review and loyalty requirements before provider selection.

OWNER

Owner with ProOne coordination

REQUIRED INPUT

Offer, brand assets, privacy requirements and provider proposals

DEPENDENCY

Stable offer economics and approved data controls

INDICATIVE TIMING

91-180 days

INDICATIVE COST CATEGORY

Digital infrastructure and provider delivery

KPI

Qualified owned enquiries, repeat frequency and system adoption

COMPLETION EVIDENCE

Live tested foundation, documented ownership and measured adoption

07

MONITOR OR VALIDATE

Establish an expansion readiness gate

PROBLEM ADDRESSED

Growth decisions could proceed before the current site is repeatable.

WHY IT MATTERS

Premature expansion would expose capital and leadership capacity to unresolved operating constraints.

RECOMMENDED ACTION

Define the commercial, operational, people and funding measures required before any site-two commitment.

OWNER

Owners

REQUIRED INPUT

Ninety days of KPIs, operating standards, leadership plan and capital case

DEPENDENCY

Stable current-site performance

INDICATIVE TIMING

90 days onward

INDICATIVE COST CATEGORY

Strategic and commercial review

KPI

Expansion gate evidence complete

COMPLETION EVIDENCE

Documented decision paper approved against all gate measures

12 30-day plan

Validate evidence, assign control and begin only the highest-confidence actions.

Outcome	Finding-linked action	Finding addressed	Owner	Completion evidence
Validate the commercial baseline	Reconcile POS, payroll and P&L definitions; begin recipe, yield and waste validation	Commercial visibility and menu economics	Owner / bookkeeper / kitchen lead	Four-week evidence pack underway
Confirm priority owners	Assign named ownership for flow, reporting, menu and risk actions	Owner dependency	Owners	Decision rights and weekly action register approved
Address immediate service risk	Measure customer, production and handoff time across eight peak periods	Peak congestion	Operations lead	Median and 90th-percentile baseline available
Establish management reporting	Issue the first reconciled weekly performance pack	Margin and labour drift	Owner / bookkeeper	Pack ties to source records
Begin highest-confidence quick wins	Test queue and handoff changes that do not require capital works	Crossing paths	Operations lead	Test result and decision recorded
Finalise implementation scope	Convert validated findings into staged workstream briefs and decisions	Sequencing and funding	Owners with ProOne	Approved scope, budget categories and decision gates

13

60-day plan

Implement approved changes, train the team and measure early effects against the baseline.

Outcome	Finding-linked action	Capability	Owner	Completion evidence
Implement approved workflow changes	Deploy the approved order, queue and handoff standard	Operations & Systems	Operations lead	Training complete and adherence measured
Commence commercial improvements	Approve evidence-based menu removals and bundle tests	Commercial Performance	Kitchen lead / owner	Product file and test design approved
Introduce management cadence	Run weekly performance and action reviews with venue-manager ownership	People & Leadership	Venue manager	Four meetings completed with closed actions
Train relevant team members	Train each role against workflow, escalation and service controls	Operations and people	Venue manager	Completion and observed competency recorded
Measure early effects	Compare service time, labour and product mix with the validated baseline	Operations and commercial	Owner / bookkeeper	Early-effect review completed without claiming causation

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90-day plan

Stabilise the operating approach and govern longer-term investment using evidence.

Outcome	Finding-linked action	Capability	Owner	Completion evidence
Stabilise the operating approach	Resolve workflow exceptions and embed shift controls	Operations & Systems	Operations lead	Four stable weeks against agreed controls
Review performance against KPIs	Assess revenue, gross margin, labour, service and completion measures together	Commercial Performance	Owner / bookkeeper	Ninety-day review reconciled to source data
Resolve implementation gaps	Close incomplete training, data, menu and system actions	All priority capabilities	Named workstream owners	Exceptions have owners, dates and evidence
Confirm longer-term priorities	Approve, defer or redesign brand, digital and capacity work using current evidence	Customer, digital and growth	Owners	Decision paper and staged budget approved
Establish ongoing accountability	Transfer the monthly review and risk rhythm to accountable managers	People & Leadership	Venue manager	Cadence operates without owner rescue

15 Longer-term implementation roadmap

The six-to-twelve-month view keeps growth behind the gates established in the first 90 days.

Timing	Priority area	Relevant action	Dependency	Decision gate
Months 4-6	Customer experience and brand	Refresh signage, menu boards and customer-facing finishes after flow and menu stability	Stable service, approved brand brief, supplier quotes and funding	Approve staged delivery
Months 4-6	Digital infrastructure	Launch website, local search, review and loyalty foundations with privacy and ownership controls	Stable offer, data model, provider scope and privacy review	Approve provider and go-live gate
Months 4-9	Systems and automation	Connect repeatable reporting and selected workflow automation only where the process is stable	Defined process, clean data and adoption owner	Confirm benefit exceeds operating burden
Months 4-9	Leadership capability	Develop venue-manager and supervisor capability, succession controls and review discipline	Role authority and protected development time	Confirm routine operation without owner rescue
Months 6-12	Capacity and commercial optimisation	Refine product mix, labour deployment, purchasing and customer activity from measured results	Reliable KPI history and controlled tests	Approve only evidence-supported changes
Months 9-12	Growth readiness and multi-site consistency	Test the documented expansion gate; do not treat it as approval to open a second site	Ninety days stable KPIs, operating standards, leadership plan and capital review	Proceed, defer or reject through a formal decision

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Risks and dependencies

Likelihood and impact are assessed separately, with a named mitigation owner.

Risk	Likelihood	Impact	Owner	Current controls	Recommended treatment	Status	Priority
Leadership capacity	Likely	High	Owners	Owner intervention resolves day-to-day exceptions	Assign venue-manager ownership, protect decision time and stage concurrent work	Open	**Critical**
Data quality	Likely	High	Owner / bookkeeper	Monthly accounts and source exports exist	Reconcile sources, document definitions and hold financial allocations until validated	In progress	**Critical**
Team adoption	Possible	High	Venue manager	Experienced team and informal coaching	Involve shift leaders in testing, train by role and measure adherence	Open	**High**
Funding	Possible	High	Owners	Owner approval required for material spend	Use staged approvals, quotations and explicit decision gates	Monitoring	**High**
Supplier lead times	Possible	Medium	Workstream owner	Existing supplier relationships	Confirm availability before committing dates and maintain approved alternatives	Monitoring	**Medium**
Technology dependencies	Possible	Medium	Digital workstream owner	Existing POS and payroll exports	Confirm integration, privacy, ownership and support requirements before provider approval	Open	**Medium**
Operational disruption	Likely	Medium	Operations lead	Changes can be trialled outside the busiest periods	Test outside critical periods, sequence changes and keep a documented fallback	Open	**High**
Market conditions	Possible	High	Owners	Weekly sales and customer feedback are available	Monitor demand and stage customer activity against measured response	Monitoring	**High**
Regulatory or professional advice	Possible	High	Owners	Existing advisers can be engaged when required	Refer legal, tax, accounting, employment, food safety and building matters to qualified advisers	Monitoring	**High**
Sequencing conflicts	Likely	High	Program owner	The roadmap identifies decision gates	Keep brand, digital and growth work behind the operating and commercial gates	Open	**Critical**

17 Suggested KPIs

Only indicators that support a decision or operating control are included.

KPI	Definition	Unit	Source	Cadence	Owner
Revenue	Net recognised sales	AUD per week and month	POS reconciled to accounts	Weekly / monthly	Owner / bookkeeper
Gross margin	Revenue less direct product costs, divided by revenue	% of revenue	P&L and validated product costs	Weekly proxy / monthly actual	Bookkeeper
Labour percentage	Employment costs divided by revenue	% of revenue	Payroll and POS	Weekly / monthly	Venue manager
Average transaction value	Net sales divided by completed transactions	AUD per transaction	POS	Weekly	Venue manager
Transactions	Completed, non-voided transactions across channels	Count	POS and delivery channels	Weekly	Venue manager
Waste	Recorded spoilage, over-production and yield variance	AUD and % of purchases	Waste log, invoices and yield tests	Weekly	Kitchen lead
Service time	Elapsed time from payment to handoff	Median and 90th percentile minutes	Timestamp or structured observation sample	Weekly peak sample	Operations lead
Repeat frequency	Completed visits per identifiable active customer	Visits per customer over 90 days	Approved loyalty or customer system	Monthly after foundation	Digital workstream owner
Customer rating	Verified rating plus issue themes, not rating alone	Rating and issue count	Review platforms and complaint log	Monthly	Venue manager
Productivity	Transactions or gross profit per paid labour hour	Count or AUD per hour	POS and payroll	Weekly	Venue manager
Implementation completion	Actions accepted with required completion evidence	% complete and overdue count	Action register	Weekly	Program owner
System adoption	Required users completing the defined workflow correctly	% of eligible users and exception count	System logs and spot checks	Monthly after go-live	System owner

> Average transaction value, transactions, waste and repeat frequency require a validated baseline before a target is approved. Site variance is excluded because the sample has one location.

Indicative implementation scope

The assessment remains a standalone roadmap. Any implementation engagement is separately decided and scoped.

Priority workstream	ProOne Group responsibilities	Client responsibilities	Specialist-provider requirements	Sequencing	Key dependencies	Commercial scope category	Decision required
Operating flow and standards	Diagnostic design, workstream coordination, measures and acceptance gates	Provide access, appoint owner, approve standards and release staff	Workflow, training or equipment specialists if approved	First; 0-60 days	Trading access and team adoption	Operational improvement	Approve tested workflow and implementation budget
Commercial reporting and menu	Define model, coordinate analysis and translate findings into decisions	Provide clean source data, validate definitions and approve changes	Bookkeeper, accountant, POS or menu specialists as required	First; 0-90 days	Data quality and professional review	Commercial performance	Approve reporting model and evidence-based menu decisions
People and leadership	Define accountability, cadence and implementation measures	Confirm decision rights, release training time and manage performance	HR, employment or training adviser where required	Alongside operating changes; 30-90 days	Role authority and leadership capacity	Leadership and capability	Approve roles, training and accountability rhythm
Brand, premises and customer	Translate validated priorities into a coordinated brief and staged delivery plan	Approve direction, site access, supplier decisions and funding	Brand, design, signage, fit-out or building specialists	After operating gates; 91-180 days	Stable workflow, menu and supplier lead times	Customer experience and premises	Approve brief, quotations and staged works
Digital and retention	Define requirements, coordinate selected providers and verify operating fit	Provide content, privacy decisions, system access and adoption owner	Web, CRM, loyalty, privacy or integration specialists	After offer and data gates; 91-180 days	Stable offer, data controls and provider capability	Digital infrastructure	Approve provider scope and controlled go-live
Growth readiness	Build the gate, review evidence and facilitate the decision	Provide capital constraints, leadership plan and risk appetite	Accounting, legal, property or finance advisers as required	After 90 days stable evidence	Current-site repeatability and funding	Strategic review	Proceed, defer or reject against the documented gate

Any implementation engagement is quoted separately. ProOne Group professional fees and external supplier, media, software, equipment, fit-out and other costs are itemised as separate categories in the final scope.

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Methodology and assumptions

The scope, scoring rules and model controls make the assessment logic visible and reviewable.

Maturity score

How consistently the business has defined, documented and managed the capability.

Performance score

How effectively the capability is currently contributing to the desired business result.

Confidence

How reliable and complete the available evidence is. Confidence is not averaged into the capability score.

Score	Level	Definition
1	Critical	Capability is absent, unreliable or creating material exposure
2	Weak	Some activity exists, but it is inconsistent, person-dependent or poorly controlled
3	Developing	A repeatable approach is emerging, with material gaps still to close
4	Controlled	The capability is defined, routinely managed and generally effective
5	Strong	The capability is embedded, measured and consistently supports the desired result

Assessment scope

01 **Business locations**

One business location.

02 **Leadership interviews**

Up to two owner or decision-maker interviews.

03 **Team interviews**

Up to five management or staff interviews.

04 **Financial review**

Up to three completed financial years, subject to availability and relevance.

05 **Competitor review**

Three primary competitors.

06 **Site assessment**

One formal site assessment.

07 **Customer experience**

One customer-experience or mystery-shop observation where appropriate.

08 **Findings and corrections**

One findings presentation and one consolidated factual-correction round.

Model assumptions and controls

- The sample baseline uses management information adjusted for obvious one-off items. It is not an audit.
- The model is driver-based: 80,000 baseline annual transactions are multiplied by the scenario transaction change and the $15 baseline average transaction value is multiplied by the scenario value change.
- Gross-margin improvement consolidates product mix, procurement, yield and waste effects. Labour improvement is modelled once as a percentage of scenario revenue.
- Marketing and repeat-visitation activity supports the transaction-volume assumption and is not added again as a separate profit benefit.
- Annualised benefit represents a stabilised twelve-month run rate. First-year realised benefit applies the stated 60%, 75% or 85% implementation realisation factor.
- The illustrative $55,000, $75,000 and $105,000 allowances are used only to indicate payback. They are not quotes; ProOne professional fees and third-party costs would be scoped separately.
- Real client projections would be rebuilt and validated using the client's actual financial, transaction, labour, product, waste and operating data.
- Third-party equipment, fit-out, software, media and other capital expenditure would be scoped separately and is not deducted from the operating-profit scenario.
- Scenarios are decision tools, not forecasts or guarantees.
- Outcomes depend on verified data, implementation quality, market conditions, customer response, staffing, supplier performance and management consistency.
- Unsupported metrics and component allocations are omitted rather than estimated.
- Amounts are presented as revenue, gross profit or operating profit; categories are not blended.
- ProOne professional fees and external supplier costs are outside the scenario effects and require separate scope and approval.

How a live assessment is customised

A live assessment replaces the sample baselines with the business's financial history, transaction data, labour records, product economics, observations and leadership priorities. Assumptions are tested with the client, confidence is adjusted to the available evidence, and third-party capital expenditure is considered separately before a delivery decision.

20 Ready to assess the real business?

The sample illustrates the structure of the assessment. A live Business Performance Assessment is built from the actual business, its information, leadership priorities and operating context.

Request a Business Performance Assessment

Request a Complimentary Business Health Check