

Risk & Dependency (EUR)

Revenue concentration

How far the business's revenue rests on one line, and what that puts at risk.

CONCENTRATION SUMMARY

REVENUE LINES	LARGEST LINE	TOP 3 LINES	TOTAL PROJECTED REVENUE
8 offerings earning revenue	36.5% of revenue over 5 years	64.0% combined, over 5 years	€2,823,209 over 5 years

CONCENTRATION READ

MODERATELY CONCENTRATED REVENUE

The largest line is 36.5% of the total, so revenue leans on a few stronger ones. No single offering carries it alone. The case rests on why those leading lines are likely to last.

Judged by the biggest single line's share of all revenue. It asks one thing: if that line went tomorrow, could the business live? Below 25% is spread wide, 25–50% is middling, 50–75% is narrow, and above 75% rests on one line.

For reference, the largest single offering usually carries 25% in this trade. That is a rough middle, not a limit — the band above is the figure that carries the verdict.

REVENUE BY OFFERING — TOP 3 LINES HIGHLIGHTED

OFFERING	REVENUE	SHARE
Breads, Cakes & Pastries TOP	€1,029,372	36.5%
Beverages TOP	€396,468	14.0%
Lunch Plate TOP	€380,379	13.5%
Pastries	€341,163	12.1%
Weekly Bread Box	€190,038	6.7%
Coffee	€189,480	6.7%
Daily Specials	€189,023	6.7%
Takeaway Meals	€107,286	3.8%
Total	€2,823,209	100.0%

NOT IN THE FIGURES

A financial plan names its offerings but not its customers or its suppliers, so neither concentration can be measured here. The largest customer usually accounts for 15% of revenue in this trade. Much above that turns losing them from a bad quarter into the first question a lender asks. The same goes for the largest supplier — usually 20%, past which their price rise, or their bad week, becomes the business's.

THE FIRST SIGNS OF TROUBLE IN THIS TRADE

This trade usually goes wrong like this:

- Stock going off before it is sold
 - Customers complaining about freshness
 - Key ingredients running out unexpectedly
 - Ovens or mixers breaking down often
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Projections, not audited accounts · Always have an accountant check them.