

## Where you are

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Riverbend is a Specialty Coffee / DTC business in Houston, 3 years in, running at \$0.6M with 4 people. Revenue has continued to grow, but not without strain. The owner described the central problem as: I'm doing \$600K, growing 40% year-over-year, and I'm tired. I want to know if there's a path to \$5M without burning out.

**45% / 78%**

CUSTOMER CONCENTRATION ·  
VALUATION-AFFECTING

**32% · +2.0 pts**

GROSS MARGIN · 3-YR TREND

**85%**

OWNER DEPENDENCY

## What we'd recommend

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**After this conversation, a Tier-2 engagement with Pinnacle is not the right fit right now.**

Pinnacle works with three engagements at a time. The fit signal from this conversation does not point to a Tier-2 engagement that earns its keep right now. Below is the honest read on why, and a concrete next step that is a better use of your time.

## What we see

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- 01** The revenue band for this business sits below where Pinnacle's engagements typically earn their keep. The fit read is about engagement economics, not the trajectory of the business.
- 02** The signals from the call — growth pace, founder clarity, awareness of the problem — are strong. The constraint is size, not capability.
- 03** The honest next step is operational focus and revenue scaling, not a consulting engagement at Pinnacle's price point. Those are different interventions, not the same one at different speeds.

## What it costs and delivers

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**Reply with the one thing that would change between now and a future Snapshot. We will hold the slot.**

— HYPOTHETICAL SCENARIO · FOR ILLUSTRATION ONLY