

SAMPLE • FICTIONAL BRIEF

Q3 2026 Business Review

Northwind Coffee Roasters • July to September 2026

Board meeting • 20 October 2026

Revenue up 14% on Q2, with margin improving

Rs 1.84 Cr

Revenue

+14% vs Q2 (Rs 1.61 Cr)

46%

Gross margin

Up from 44% as green-bean prices eased

2,140

Active subscriptions

Up from 1,720 at the end of Q2

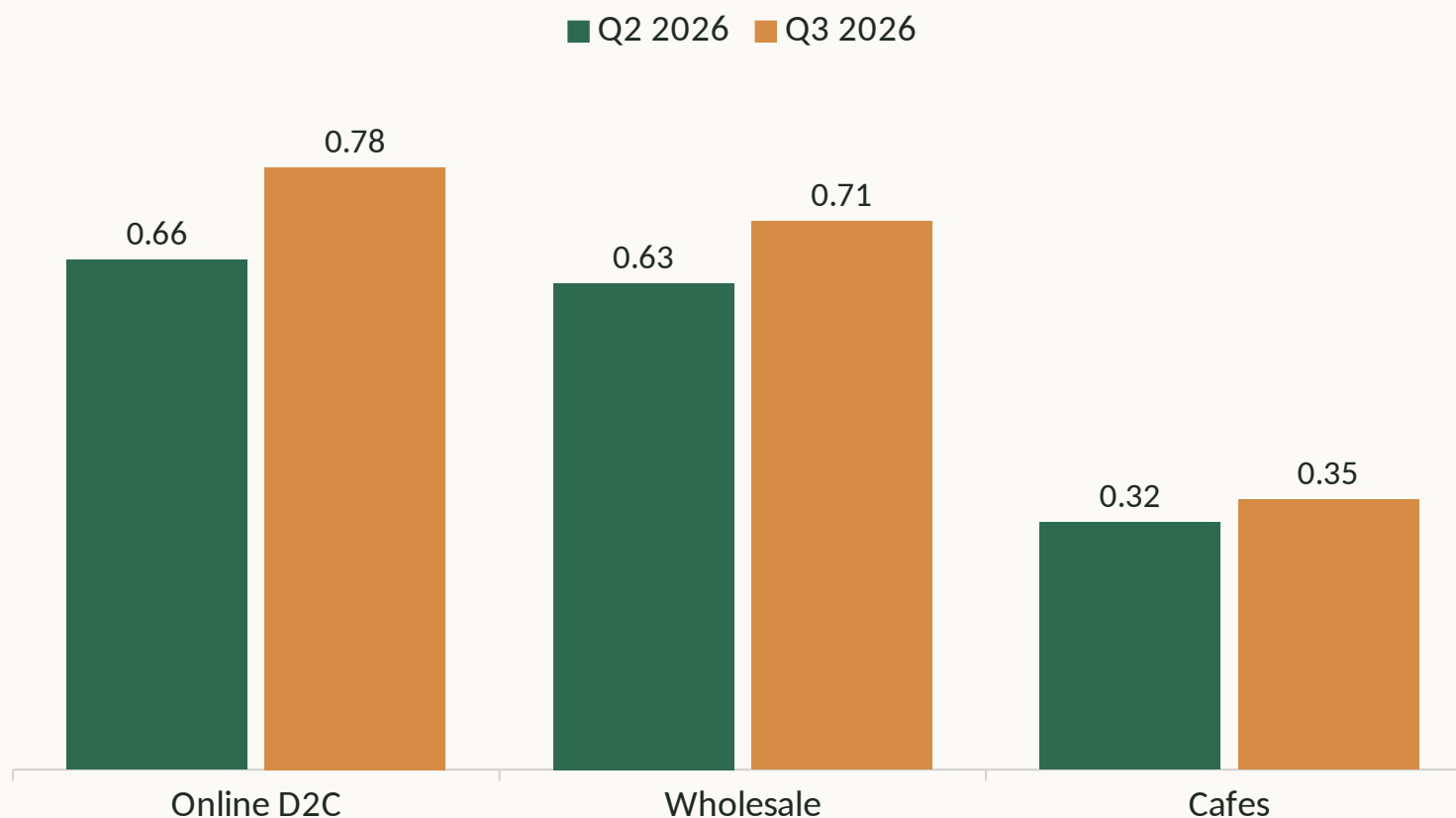
63

Wholesale accounts

9 new, 2 lost

Every channel grew. The two issues for the board: cafe #2 and subscription churn.

Online D2C is now our largest channel



GROWTH VS Q2

Online D2C: +18%

Wholesale: +13%

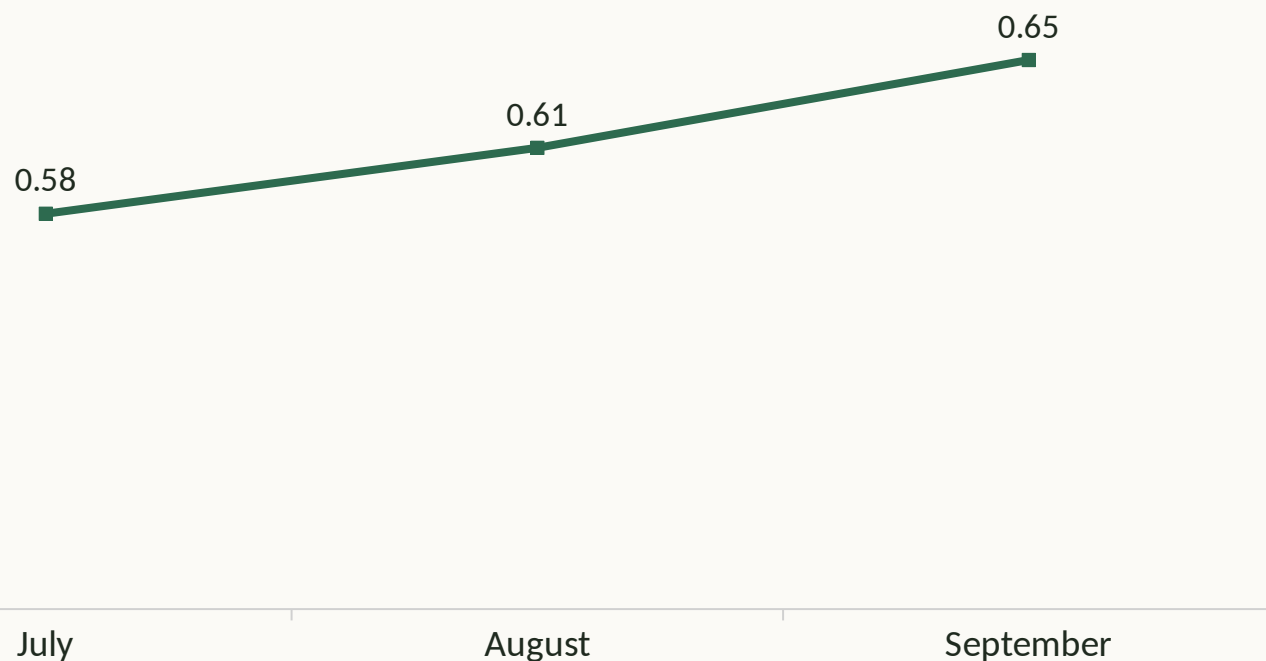
Cafes: +9%

The 250 g subscription
launched this quarter.

Rs crore. Source: Northwind management accounts, Q2 and Q3 2026.

MONTHLY TREND

Revenue rose every month of the quarter



Rs crore per month.

NOTE

September was the best month on record at Rs 0.65 Cr.

The July checkout bug cost an estimated Rs 6 L in lost sales.

What went well, and what didn't

Wins

- Launched the 250 g subscription
- New roaster running: capacity up 40%
- Signed 2 hotel chains, one with 11 properties

Misses

- Cafe #2 lost Rs 3.2 L in Q3 and is still below breakeven
- July checkout bug: about 2 weeks of lost conversion (estimated Rs 6 L)
- Churn at 4.1% a month, above the 4% target

Subscriptions grew 24%, but churn is just above target

1,720

End of Q2

Active subscriptions

2,140

End of Q3

+420 net, +24%

4.1%

Monthly churn

Target: below 4%

Q4 priority: bring monthly churn below 4%.

Cafe #2 needs a decision by January

- Lost Rs 3.2 L in Q3; still below breakeven
- Q4 plan: a new menu and revised opening hours
- If it does not recover: decide by January whether to close
- We ask the board to agree the decision framework

Q3 RESULT

–Rs 3.2 L

Operating loss at cafe #2, July to September 2026.

Four priorities for October to December

Priority	Target
Diwali gift boxes	9,000 boxes
Fix or close cafe #2	Decision by January
Hire a wholesale sales rep	In Q4
Reduce subscription churn	Below 4% a month

Two asks for the board

- Approve Rs 22 L for Diwali gift-box inventory
- Agree a decision framework for cafe #2