

**Can you provide more details about the restaurant, such as its name, location, and type of cuisine?**

**Name:** Best Wood - 柏梧美式果木烤肉

**Location:** Changsha City, Hunan Province, China

**Cuisine:** American-style smokehouse barbecue

(please check the location & details & menu at the 6th page)

**• How long has the restaurant been in operation?**

The restaurant started beta-testing (试营业) since June 2022 and officially opened in Dec 2022 right after the COVID restriction was lifted, and I joined in Q1 2023 after the FTX debacle. By then, the business was booming, and I personally love this type of cuisine too, so I chipped in and became a partner (1/3 of the stake)

**• Can you share any recent financial statements or performance reports for the restaurant?**

2024	Jan	Feb	Mar	Apr	May	June	July
<b>Revenue (RMB)</b>	244,528	138,759	207,396	184,577	217,263	201,944	172,493
<b>Revenue (~USD)</b>	33,801	19,181	28,668	25,514	30,032	27,915	23,844
<b>Cost (~USD estimation)</b>	7,000	5,000	7,000	7,000	7,000	7,000	7,000
<b>PnL (~USD)</b>	26,801	14,181	21,668	18,514	23,032	20,915	16,844
<b>Notes</b>		Luna New Year 10 days off					latest date until July 22nd

(please check the 4th page for revenue details)

**Current Situation:**

- **What specific issues has the restaurant been facing since Q1 2024?**

Declining revenue. The revenue is dropping compare to 2023 YoY. In 2023, it usually did around ~300k RMB (~41,470 USD) on a monthly basis. But in 2024 so far, that average monthly number has dropped to around ~200k RMB (~27,646 USD), that's a 33% decline.

We think the reason is in 2023, we had food bloggers (美食博主, 网红) visiting the location (some of them are really famous) and it made the restaurant kind of hot and trending in the city (because it's an authentic American-style smokehouse, kind of new and unique in the town). That local-trending drove the initial traffic in 2023.

Since we had so much traffic, we quickly found ourselves short of hands and equipments to handle the traffic, so we needed to expand the capacity. We used the restaurant as the collateral for a business loan for 1M RMB (~138,232 USD). The loan was mainly used to open another branch for cooking/kitchen/warehouse/storage. Because the main location is in the downtown area so it has limited capacity for cooking/storage and we got complained by neighbors for the cooking process (yea, with smoke & smells, it's a smokehouse after all).

So now the problem is, with declining revenue, after deduct the cost, I am having problems to pay off the monthly loan payment as well as cost of living.

- **How significant is the liability under your name, and how was it accrued?**

The main liability is my stake in the smokehouse as associated with the loan amount. I have 1/3 in it, so that makes it 333,333 RMB (~46,077 USD), plus an 4.5% APR interest for 3 years (378,333 RMB / ~52,298 USD for each).

- **What steps have been taken to address the downturn in the restaurant's performance?**

- Update menu every few months. Mainly:
  - Remove unpopular dishes from the previous menu
  - Enhanced varieties for the popular dishes (more selections, different sizes for different prices)
  - The chef would add new dishes if she sees fit (she likes to try/invent new dishes), and then evaluate how the new dishes doing on a monthly basis

- Cost adjustment:
  - Had a deal with the local suppliers and it reduced the meat price by 10% if we buy in bulks (since we now have a new location to store raw meats/ other materials in bulks)
  - Switched some employees' schedules from full-time to part-time when the traffic is light. Now we have 2 people working in kitchen plus 2 staff for weekdays, and 3 in kitchen plus 3 staff for weekends.
  - We found Tuesday has the lowest traffic on average, so we moved the off day from Monday to Tuesday

We are seeing upticks for popular dishes, so we adjusted the cooking schedule accordingly. We make sure to have enough stock for the popular dishes at anytime. Btw, we are still the top-rated American-style smokehouse in the town though, so we are thinking about working with food bloggers to promote the restaurant's visibility, but this is a delicate balance (traffic vs capacity) we need to figure out.

### **The restaurant is the main liability that needs cash right now?**

Yes, and more specifically, the restaurant's loan payment is the main liability. I want to stay in the business because I love the food (that's why I joined at the first place). But right now, all my money is in this restaurant business. My hands are tied AF and struggling, and that's why I'm asking for help.

4th page  
monthly revenue since 2024

14:36



< 交易数据汇总 ⌂

2024年01月01日 00时00分–2024年01月31日 23时59分 ⌂

BESTWOOD 柏梧烤肉 ⌂

822551058121FTR

收款金额(元) 收款笔数 结算金额(元)  
**244528.00** **492** **243109.74**

退款金额(元) 退款笔数  
**0.00** **0**

营销补贴(元) 手续费(元)  
**0.00** **1418.26**

- 收款金额=收款成功总金额-退款成功金额
- 结算金额=收款金额+营销补贴-交易手续费

| 分类查询

门店

收款工具

⌂

实收金额(元) 收款笔数 退款金额(元) 退款笔数

结算金额(元)

2024年02月01日 00时00分–2024年02月29日 23时59分 ⌂

BESTWOOD 柏梧烤肉 ⌂

822551058121FTR

收款金额(元) 收款笔数 结算金额(元)  
**138759.00** **316** **137954.20**

退款金额(元) 退款笔数  
**0.00** **0**

营销补贴(元) 手续费(元)  
**0.00** **804.80**

- 收款金额=收款成功总金额-退款成功金额
- 结算金额=收款金额+营销补贴-交易手续费

2024年03月01日 00时00分–2024年03月31日 23时59分 ⌂

BESTWOOD 柏梧烤肉 ⌂

822551058121FTR

收款金额(元) 收款笔数 结算金额(元)  
**207396.00** **427** **206187.10**

退款金额(元) 退款笔数  
**0.00** **0**

营销补贴(元) 手续费(元)  
**0.00** **1202.90**

- 收款金额=收款成功总金额-退款成功金额
- 结算金额=收款金额+营销补贴-交易手续费

2024年04月01日 00时00分-2024年04月30日 23时59分 

2024年05月01日 00时00分-2024年05月31日 23时59分 

 BESTWOOD 柏梧烤肉

822551058121FTR

收款金额(元)	收款笔数	结算金额(元)
<b>184577.00</b>	<b>376</b>	<b>183479.45</b>

 BESTWOOD 柏梧烤肉

822551058121FTR

收款金额(元)	收款笔数	结算金额(元)
<b>217263.00</b>	<b>483</b>	<b>216002.87</b>

退款金额(元)	退款笔数
<b>0.00</b>	<b>0</b>

退款金额(元)	退款笔数
<b>0.00</b>	<b>0</b>

营销补贴(元)	手续费(元)
<b>0.00</b>	<b>1070.55</b>

营销补贴(元)	手续费(元)
<b>0.00</b>	<b>1260.13</b>

- 收款金额=收款成功总金额-退款成功金额
- 结算金额=收款金额+营销补贴-交易手续费

- 收款金额=收款成功总金额-退款成功金额
- 结算金额=收款金额+营销补贴-交易手续费

2024年06月01日 00时00分-2024年06月30日 23时59分 

2024年07月01日 00时00分-2024年07月22日 23时59分 

 BESTWOOD 柏梧烤肉

822551058121FTR

收款金额(元)	收款笔数	结算金额(元)
<b>201944.00</b>	<b>431</b>	<b>200772.72</b>

 BESTWOOD 柏梧烤肉

822551058121FTR

收款金额(元)	收款笔数	结算金额(元)
<b>172493.00</b>	<b>366</b>	<b>171492.54</b>

退款金额(元)	退款笔数
<b>0.00</b>	<b>0</b>

退款金额(元)	退款笔数
<b>0.00</b>	<b>0</b>

营销补贴(元)	手续费(元)
<b>0.00</b>	<b>1171.28</b>

营销补贴(元)	手续费(元)
<b>0.00</b>	<b>1000.46</b>

- 收款金额=收款成功总金额-退款成功金额
- 结算金额=收款金额+营销补贴-交易手续费

- 收款金额=收款成功总金额-退款成功金额
- 结算金额=收款金额+营销补贴-交易手续费

6th page

1st location, 2nd location (mainly kitchen/storage):

15:08

搜索品类/菜品/地点

BESTWOOD柏梧果木烤肉 (定王台店)

4.5 ★★★★★ 577条评论 >

¥134/人

休息中 11:00-14:00, 17:00-21:00

有卫生间 空调开放 美团充电宝 异国风情 复古风格

商家详情 >

芙蓉区建湘路35号 >  
⑤ 距黄兴广场站2号口步行980米

神券 立减6

超值券 83代100

团购 7.5折起

买单 便捷

菜品 推荐菜品

评价 577人评

83 代 100 元代金券  
周一至周日全天可用 · 单次可用1张 · 免预约  
¥83 8.3折 神券 共省17元

更多 1 张代金券 ▾

| 团购 (2)

**柏梧凯撒沙拉**  
周一至周日 · 可自提 · 免预约

¥28 8.8折 ¥32

**柏梧花园沙拉**  
周一至周日 · 可自提 · 免预约

¥36 7.5折 ¥48

15:09

搜索品类/菜品/地点

BESTWOOD柏梧美式果木烤肉 (湖韵佳苑店)

4.3 ★★★★★ 5条评论 >

休息中 11:00-14:00, 17:00-21:00

免费停车 有卫生间 空调开放 可自助点餐 有沙发位

商家详情 >

岳麓区湖韵佳苑3栋BESTWOOD柏梧果木烤肉西湖公园店 >  
⑤ 距望月湖站1号口步行1.3公里

打车 电话

菜品 推荐菜品

评价 5人评

待领 【周三礼券】2张10元无门槛券，本店可用 共 1 条 >

| 推荐菜 查看全部 >

大众点评·网友推荐 (2)

辣芝士酱配... 极佳恐龙大...  
1人推荐 1人推荐

商家亮点

服务 · 帮烤服务

设施 · 木炭烤肉 · 独立排烟口

| 评价 (5) 更多

写评价，赢 ¥10 抵现积分  
小\*\*\*在美团完成评价，已获得奖励

去评价

## Menu

### APPETIZERS 前菜/小吃

大蒜面包(会员赠送可选)

法棍，大蒜罗勒酱，巴马臣奶酪

Garlic bread

¥18

街头炸虾球

虾仁，启波特蜂蜜辣酱

Deep Fried Shrimp

¥42

炸南澳牡蛎

加大号南澳牡蛎肉，大蒜蛋黄酱

Deep Fried Oysters

¥48

辣牛肉墨西哥玉米片

辣牛肉酱，玉米片，鳄梨酱，青柠酸奶油

Beef chili Nachos

¥48

火腿奶酪拼盘

萨拉米，西班牙火腿，浆果，无花果，大孔奶酪，布里奶酪，羊奶酪

Ham platter

¥168

炸粗薯(会员赠送可选)

French fries

¥28

### QUESADILLAS

### 烟熏肉煎饼

炖牛肉煎饼

牛腩，卷饼，大孔芝士，回头客酱，香菜，洋葱

Beef Birria Quesadilla

¥88

烟熏手撕牛胸肉煎饼

牛胸，卷饼，腌菜，洋葱，回头客酱

Brisket Quesadilla

¥88

辣芝士酱配手撕猪肉

三种芝士（车打，大孔，马苏里拉），蘑菇，洋葱，玉米卷饼，

烟熏手撕猪肉，腌菜

Pulled-pork Queso-Fundido

¥88

# B.W SALAD

## 沙拉

### 柏梧花园沙拉

¥48

羊奶奶酪, 奶油生菜, 两种蜜瓜, 浆果类, 薄荷蜂蜜酱

B.W garden salad

### 柏梧凯撒沙拉

¥36

罗马生菜, 黎麦, 面包脆, 自制凯撒酱, 自制培根碎  
B.W Caesar Salad

# HOT STUFF

## 浓汤

### 南瓜浓汤 / 蘑菇浓汤 (会员赠送可选) ¥18

奶油南瓜/口蘑, 洋葱, 黄油, 培根, 奶油, 香葱粉

Baked pumpkin soup/ Creamy Mushroom soup

## B.W STREET FOODS

## 街头美食

### 牛前胸塔克

¥58

烟熏牛胸肉, 芝士, 腌菜, 发酵辣酱

Briskets Tacos

### 大德州烤马铃薯

¥28

芝士酱, 培根, 炸洋葱, BBQ酱, 酸奶油

Big Texan

### 炸虾塔克

¥48

芒果莎莎, 启波特辣酱, 鳄梨

Shrimp Tacos

## LEGENDRY SANDWICHES&BURGER

## 三明治&汉堡

### 手撕猪肉堡

¥58

烟熏手撕肉, 酸黄瓜, 卷心菜, BBQ酱  
Pulled-Pork burger

### 五香烟熏牛胸三明治

¥88

自制PASTRAMI, 德式酸菜, 大孔芝士,  
黄芥末酱  
Ruben sandwich

### 芝士汉堡

¥68

250G肉饼, 2种奶酪, 腌菜, 2种汉堡酱,  
黄油汉堡胚  
Cheese hamburger

### 牛胸猪肋排三明治

¥78

烟熏牛胸&猪肋排, 腌菜, 250G肉饼  
Briskets&pork rib sandwich

### 烤奶酪三明治

¥38

三种芝士, 吐司  
The grilled cheese

### 迷你小汉堡\*3

¥98

川辣手撕牛肉/经典手撕猪肉/炸牡蛎

# PASTA

## 意面

### 中东牛肉酱意面

¥48

### 柏梧奶油蘑菇意面

¥42

## DESSERT

## 甜品

### 薄荷青瓜冰淇凌

¥28

Mint&Cucumber Ice Cream

### 咖啡威士忌冰淇凌

¥28

Coffee&Whiskey Ice Cream

## SMOKED MEATS

### 烟熏肉类

美式德州烟熏牛前胸 150g/300g/500g  
¥68/128/198

澳洲M5+牛前胸荔枝木低温慢烤12+小时  
Smoked Briskets

帕雀斯五香烟熏牛前胸 150g/300g/500g  
¥78/148/218

澳洲M5+牛前胸自制五香卤水冷藏腌制5天，  
荔枝木低温慢烤12+小时  
Pastrami : Austria M5+ brisket Brined for  
5 days and smoked Low&Slow for 12+hours

阿根廷草饲眼肉 150g/300g/500g  
¥68/128/198  
Smoked rib eye

田纳西州手撕黑猪猪肩肉 150g/300g/500g  
¥38/72/118  
Pulled-pork

美式圣路易斯猪肋排 2根 (约250g)  
¥68

Pork ribs

极佳牛小肋排 168/根

Chuck short ribs

极佳恐龙大肋排 388/根

Short ribs

安格斯黑牛牛舌 288/根

(仅周末或者提前至少一天预定)

Beef tongue  
(Please Book one day in advance)

自制烟熏黑猪肉培根 32/份

Bacon

自制牛肉培根 42/份

Beef bacon

手工德式猪肉肠 22/根

Pork garlic sausage

墨西哥牛肉肠 28/根

Cheese&Jalapeno beef sausage

柏梧招牌烤鸡 58/只

Roasted whole chicken

## SIDES 配菜

西兰花 8/卷心菜 8/  
黄油汉堡胚8/厚吐司 8  
晚上：凤梨 18/ 口蘑 22/芦笋 26/  
甜玉米 22

Broccoli with garlic 8/ Cole slaw 8  
/Burger bread 8/Texas toasts 8  
Only for night: Grilled pineapple 18/Grilled  
mushroom 22/Grilled asparagus 26/Elotes 22

## DRINKS & BEERS

### 酒水

苏打水 8  
Diet Soda

可乐 (有糖/无糖) (会员赠送可选) 5  
Coke/Coke zero

美式咖啡  
Cafe Americano

椰青水 12  
Coconut water

宾得宝果味汽水 22  
(血橙/桃子/番石榴)  
Peach/Blood orange/Guava sparkling  
drink

教士白啤 18  
Franziskaner weissbier

福佳白 15  
Hoegaarden

科罗纳 15  
Corona Beer

小喜力 16  
Heineken

嘉士伯生啤 26/杯  
Carlsberg Draft beer

¥48/叁小时畅饮