

FINANCE PILLAR WORKBOOK



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LESSON 01

ADVANCED FINANCIAL REPORTING FOR STUDIO GROWTH

TOPIC 01

Reviewing Your P&L - Identifying Growth Patterns

ACTIVITY: 12 MONTH P&L TREND SNAPSHOT

Complete the worksheet and respond to the questions below.

MONTH	REVENUE	EXPENSES	NET PROFIT	NOTES (SEASONALITY, SPIKES, ANOMALIES)



REFLECTION:

1. Top 3 Revenue Months:

#1	#2	#3

2. Bottom 3 Revenue Months:

#1	#2	#3

3. Three Recurring Expense Spikes:

#1	#2	#3

4. One strategic decision you can make from these patterns:



TOPIC 02

Balance Sheet Deep Dive - Assessing Studio Stability

ACTIVITY: BALANCE SHEET HEALTH REVIEW

Complete the worksheet and respond to the questions below.

METRIC	YOUR NUMBER	HEALTHY RANGE	NOTES
Current Ratio		1.2-2.0	
Debt-to-Equity		0.5-1.0	
Months of Cash on Hand		3-6 months	

REFLECTION:

What is your biggest stability strength?

What is one vulnerability you must address in the next 90 days?



TOPIC 03

Monthly & Quarterly Analysis - Turning Data into Decisions

ACTIVITY: MONTHLY REVIEW SNAPSHOT

Complete the worksheet and respond to the questions below.

Monthly/Quarterly Financial Review Guide

CATEGORY	TARGET	ACTUAL	VARIANCE	NOTES
Revenue				
Expenses				
Payroll %				
Net Margin				
Cash Flow				

REFLECTION:

What financial pattern surprised you this month?

What is one decision you will make based on it?



LESSON 02

BUILDING FINANCIAL DASHBOARDS AND KPIS

TOPIC 01

Department-Level Targets

ACTIVITY: PROGRAM REVENUE TARGET BUILDER

Complete the worksheet and respond to the questions below.

Download Template: [Student/Class Dashboard Template \(Excel\)](#)

PROGRAM	% OF REVENUE	ANNUAL TARGET	MONTHLY TARGET	NOTES
Preschool				
Recreational				
Competition				
Camps/Seasonal				

REFLECTION:

Which program has the biggest growth opportunity?

Which program needs immediate optimization?



TOPIC 02

KPI Dashboard Creation

ACTIVITY: KPI SELECTION WORKSHEET

[Download Template: Financial KPI Dashboard \(Excel\)](#)

Choose 5-7 KPIs to track monthly:

PROFIT MARGIN

ARPS

PAYROLL RATIO

RETENTION RATE

ENROLLMENT GROWTH

CAPACITY %

COGS %

REFLECTION:

Which KPI gives you the clearest picture of your financial health right now?



TOPIC 03

Financial Team Alignment & Communication

ACTIVITY: FINANCIAL MEETING PREP

Complete the worksheet and respond to the questions below.

1. KPIs you will present:

2. Wins to highlight:

3. Challenges requiring behavior change:

4. Next-month priorities (Top 3):

#1	#2	#3



LESSON 03

FINANCIAL PLANNING & FORECASTING AT SCALE

TOPIC 01

Short-Term vs. Long-Term Forecasting

ACTIVITY: 90-DAY FORECAST SNAPSHOT

Complete the worksheet and respond to the questions below.

Download Template: [Rolling Forecast Template \(Excel\)](#)

MONTH	PROJECTED REVENUE	PROJECTED EXPENSES	NET PROFIT	NOTES

REFLECTION:

What is your biggest financial opportunity in the next 90 days?

What long-term possibility should you begin planning toward?



TOPIC 02

Reforecasting Your Budget

ACTIVITY: BUDGET VS. ACTUAL SNAPSHOT

Complete the worksheet and respond to the questions below.

CATEGORY	BUDGET	ACTUAL	VARIANCE	ADJUSTMENT
Revenue				
Expenses				
Payroll %				
Net Margin				

REFLECTION:

What truth did your reforecast reveal?

What action must be taken immediately?



TOPIC 03

Scenario Planning — Best, Realistic & Worst Cases

ACTIVITY: SCENARIO COMPARISON WORKSHEET

Complete the worksheet and respond to the questions below.

SCENARIO	REVENUE	EXPENSES	PROFIT	CASH RESERVES	NOTES
Best Case					
Realistic					
Worst Case					

REFLECTION:

What is your biggest vulnerability?

What is your biggest opportunity?



LESSON 04

MASTERING BUDGETS & FORECASTS

TOPIC 01

Rolling 12-Month Forecasting Application

ACTIVITY: SEASONAL PATTERN MAP

Complete the worksheet below.

1. Your 3 strongest months:

2. Your 3 weakest months:

3. Planned adjustments for weak months:



TOPIC 02

Program-Specific Budgets & ROI

ACTIVITY: PROGRAM MARGIN SNAPSHOT

Complete the worksheet and respond to the questions below.

[Download Template: Program Budget Tracker \(Excel\)](#)

PROGRAM	REVENUE	DIRECT COSTS	OPERATING COSTS (FIXED & VARIABLE)	MARGIN	NOTES

REFLECTION:

Which program delivers the highest ROI?

Which program may need repricing or restructuring?



TOPIC 02

Department Expense Limits & Accountability

ACTIVITY: EXPENSE LIMIT DESIGNER

Complete the worksheet below.

DEPARTMENT	MONTHLY REVENUE	EXPENSE CAP %	LIMIT (\$)	NOTES

REFLECTION:

Which department will need the most coaching to stay within limits?



LESSON 05

BUILDING FINANCIAL SYSTEMS FOR EFFICIENCY

TOPIC 01

Financial SOP Creation

ACTIVITY: SOP BUILDER

Complete the worksheet below.

SOP TITLE	PURPOSE	STEPS	ROLE



CHATGPT PROMPT:

I am creating a Financial SOP for my studio and need your help formatting it so I can transfer it easily into my workbook table.

Please use the following information to build a clean SOP with the four sections: SOP Title, Purpose, Steps, and Role Responsible.

Here is the information about the task I want to turn into an SOP:

- **Task Name:** [INSERT TASK NAME]
- **What is the purpose of this task?** [INSERT PURPOSE]
- **List the detailed steps involved:**
 1. [STEP 1]
 2. [STEP 2]
 3. [STEP 3]
 4. [ADD MORE AS NEEDED]
- **Who is responsible for completing this task?** [INSERT ROLE]

Please output the SOP in the following format, matching the four columns in my workbook:



TOPIC 02

Monthly Expense Review Process

ACTIVITY: MONTHLY REVIEW SNAPSHOT

Complete the worksheet below.

CATEGORY	TARGET	ACTUAL	VARIANCE	NOTES
Supplies				
Payroll				
Marketing				

TOPIC 03

Cost-Benefit Evaluation

ACTIVITY: INVESTMENT REVIEW

Complete the worksheet and respond to the questions below.

[Download Template: Cost-Benefit Calculator \(Excel\)](#)

1. Investment being considered:

2. Total Cost



3. Expected monthly benefit:

4. Payback timeline:

5. Risks



LESSON 06

CASH FLOW STABILITY & OPTIMIZATION

TOPIC 01

Understanding Your Cash Flow Cycles

ACTIVITY: CASH FLOW PATTERN MAP

Complete the worksheet and respond to the questions below.

HIGH CASH MONTHS	WHY	LOW CASH MONTHS	WHY



TOPIC 02

Building Healthy Cash Flow Systems

ACTIVITY: 30-DAY CASH FLOW STRENGTHENING PLAN

Complete the worksheet and respond to the questions below.

One habit change:

One system improvement:

One timing shift:

TOPIC 03

Cash Flow Problem Solving

ACTIVITY: EARLY WARNING ACTION PLAN

Complete the worksheet and respond to the questions below.

1. Warning sign identified:

2. Root cause (Revenue? Expense? Timing? System?):

3. Immediate corrective action:

4. 30-day improvement plan:



LESSON 07

REVENUE OPTIMIZATION & CLARITY

TOPIC 01

Class Capacity Optimization

ACTIVITY: CAPACITY SNAPSHOT

Complete the worksheet and respond to the questions below.

Download Template: [Class Capacity Worksheet \(Excel\)](#)

CLASS	CAPACITY %	STATUS	ACTION REQUIRED



TOPIC 02

Revenue Audits

ACTIVITY: STREAM AUDIT OVERVIEW

Complete the worksheet and respond to the questions below.

Download Template: [Revenue Audit Calculator \(Excel\)](#)

STREAM	REVENUE	DIRECT COSTS	NET PROFIT	MARGIN	NOTES



TOPIC 03

Pricing for Sustainability

ACTIVITY: PRICING OPPORTUNITY SNAPSHOT

Complete the worksheet and respond to the questions below.

[Download Template: Pricing & Profitability Template \(Excel\)](#)

1. Which programs are underpriced?
2. Which programs could support premium pricing?
3. What pricing adjustments will you make next season?