

A CLEARER MONTHLY FINANCIAL REVIEW

Seven Numbers Every Business Owner Should Review Monthly

A useful report tells you what changed, why it changed, and what to do next. Use these seven numbers to connect your monthly books to business decisions.

What you will receive

Definitions, review questions, a monthly working table, and an action plan. Adapt gross profit and other measures to your business model and agreed reporting method.

Review details	Your entry
Business	
Review period	
Prepared by	
Review date	

Use this as a repeatable working tool. Mark an item complete only when it has been reviewed and supported. Record the owner and due date for each open item. Mark genuinely inapplicable items N/A.

Begin with reliable financials

Review the Balance Sheet and supporting loan balances first. Then pull a trailing Profit & Loss and the General Ledger to check trends, unusual balances, and expense categories.

1. Revenue

Revenue is the income recognized under your reporting method. Compare it with prior months, the same period last year, and budget where available. Identify timing differences, concentration, and unusual items.

- ☐ Can we explain changes in sales volume, pricing, commissions, or occupancy?
- ☐ Do recorded amounts agree with the relevant closing, billing, or property records?

2. Gross profit and margin

Where applicable: gross profit = revenue minus consistently defined direct costs. Gross margin = gross profit / revenue x 100, when revenue is greater than zero. Agree which costs belong here and keep that definition consistent.

- ☐ Are direct costs and commissions categorized consistently?
- ☐ Does a margin change reflect pricing, cost, mix, or a coding issue?

3. Operating expenses

Review recurring overhead and unusual spending in the General Ledger. Compare categories and explain material changes. Separate operating costs from loan principal, owner distributions, and capital purchases.

- ☐ Which expense changes need an explanation or a decision?

Understand profit and available cash

4. Net income and margin

Net income is revenue minus the expenses reflected in your Profit & Loss. Net margin = net income / revenue x 100, when revenue is greater than zero. It is not the same as cash available to spend.

- ☐ Is profit supported by the reviewed account balances and categories?
- ☐ How do receivables, payables, debt principal, capital spending, and owner distributions explain the difference between profit and cash?

5. Available operating cash

Identify cash available for business operations. Separate client or tenant funds and other legally restricted funds. Track management-designated reserves separately and clarify when they may be used.

- ☐ Do cash records agree with reconciliations and current bank information?
- ☐ What minimum operating cushion do we need?

6. Receivables and upcoming obligations

Review amounts customers owe, expected collection dates, overdue items, bills, debt payments, and other upcoming commitments. Use timing and collectability rather than only the total balances.

- ☐ Which collections or payments need action this week?

7. The 30-to-90-day cash-flow outlook

Start with available operating cash. Estimate dated receipts and payments, including debt principal and capital purchases. Identify the lowest expected cash point and update the assumptions as facts change.

Your monthly review table

Use the same definitions and comparison periods each month. Record currency amounts for dollars and percentages for margins. Forecasts are estimates based on assumptions.

Number	Current period	Comparison	Finding or action
Revenue			
Gross profit / margin			
Operating expenses			
Net income / margin			
Available operating cash			
Receivables / obligations			
30-to-90-day outlook			

Make the comparison useful

- ☐ Choose a consistent comparison: budget, prior month, or same month last year.
- ☐ Separate a bookkeeping correction from a genuine business trend.
- ☐ Assign an owner and due date for each material finding.

Use the numbers to decide

- ☐ Close and reconcile the agreed accounts before relying on monthly results.
- ☐ Review Balance Sheet and loan support, then the trailing P&L and General Ledger.
- ☐ Explain the biggest changes before sharing reports with leadership.
- ☐ Update collections, commitments, and cash assumptions.
- ☐ Choose one or two actions instead of adding reports without a purpose.

Findings and follow-up

Finding or action	Owner	Due

Choose the support your business needs

Support level	What it adds
Clarity from \$750/month	Clean books, monthly reconciliations, a documented close, and reliable Profit & Loss and Balance Sheet reports.
Growth from \$1,500/month	Everything in Clarity, plus cash-flow reporting, budget comparisons, trends, agreed core KPIs, and a monthly insight review.
Vision from \$3,000/month	Everything in Growth, plus forecasts and scenarios, a custom KPI dashboard and scorecard, and executive reporting.

Starting prices. Your fee depends on transaction volume, accounts, entities, systems, reporting complexity, and the condition of your books. Cleanup and specific compliance filings require separately agreed scope.

See dashboard and reporting examples

Schedule a Discovery Call

Greenkey Accounting Services does not provide payroll services, income-tax preparation or filing, or legal or tax advice. Services and deliverables are defined in your engagement.