THE BUSINESS OF DOING BUSINESS

Session 2 Workbook

Money, Numbers & Funding

"Can we afford it?"

Thursday 2 July 2026 | 8:30am - 12:30pm

Southern Cross University, Lismore

Name: ____

Business: ____

Role: ____

Business NSW Northern Rivers

businessnsw.com/northern-rivers

About This Workbook

This workbook is yours to keep. Use it during today's session to capture your thinking, and take it home to continue working through the exercises in your own time.

There are no right answers - only honest ones.

Today's Presenters

Financial Clarity for Decision-Making

Nicole Bryant

Director, Macro Group

Strategy Through Numbers

Nathan McGrath

Senior Business Advisor, Strategy360 by Collins Hume

Risk & Protection

Matt Williamson

Founder & Principal Broker, Good Cover Insurance

Leadership Insight

Ed Riley

Managing Director, Max Sam

The Full Series

	Session	Date	Core Question
01	Strategy & Growth	Thu 4 Jun	*Where are you going?*
02	Money & Numbers	Thu 2 Jul	*Can you afford it?*
03	Customers & Brand	Wed 10 Sep	*Do they get it?*
04	People & Performance	Thu 12 Nov	*Can you deliver it?*

Each session works on its own. Attend all four and the learning compounds.

REFLECT

3 minutes | Individual

Financial Habits Check

Be honest - what's your actual reporting rhythm?

1. How often do you look at your P&L?

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2. How often are you looking at your balance sheet?

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3. How often do you review your budget?

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3. How often do you review your cash flow statement?

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4. How often do you review your forecasts?

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4. How often are you reviewing your insurances?

REFLECT

3 minutes | Individual

How well do you know your numbers?

It's one thing to look at the numbers. It's another to understand what they're telling you.

1. **Do you know which products/services are making you money (and which aren't)?**

2. **Do you know your gross margin - and how it's trending?**

3. **If revenue dropped 20% tomorrow, would you know exactly what to adjust first?**

4. **Can you confidently explain your key cost drivers and where margin is being lost?**

DISCUSS

5 minutes | At your table

Share key takeaways with your table

What are you actually tracking right now?

What do you know you should be tracking but aren't?

DISCUSS

20 minutes | At your table

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Your business just got hit. What happens next?

Now let's pressure-test it - what happens when something goes wrong?

CHOOSE A SCENARIO FOR YOUR TABLE

Fuel Shortage Fuel prices spike. Supply is uncertain for 4+ weeks.	**Cost Spike** Key input costs jump 35% overnight.
Flood Your premises are inoperable for 8 weeks.	**Internet Outage** Major data centre failure. No internet for 10 days.

Our scenario:

Work through these at your table:

1. What happens to your cash flow?

2. What happens to your P&L?

3. What funding or buffers do you need?

4. What insurance or risk exposure does this trigger?

5. What decisions do you make - immediately?

Go deeper:

- *How long could your business survive this scenario?*
- *What would you wish you had set up before it happened?*
- *What strategic response would you take beyond the immediate crisis?*

GO EVEN DEEPER

"What would you cut first?"

"Who would you call - and what would you ask them?"

"What number would you need to know right now?"

DECIDE

2 minutes | Individual

What is the ONE financial action you need to take this month?

Not a goal. Not a wish.

An action.

Something you will start / stop / change.

My action:

1.

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WHAT THIS MEANS IN PRACTICE

1 Profit is not cash

A profitable business can still go broke. Know the difference.

2 Numbers should guide decisions

If you're not using your financials to decide, you're guessing.

3 Risk needs to be budgeted

Insurance and buffers aren't overhead - they're survival.

The numbers don't lie. But most businesses don't read them.

REFLECT

1 What did you come here to learn today and why?

2 What did you realise or learn?

COMMIT *What are you going to do differently in your business tomorrow?*

PANEL DISCUSSION

"What's the most common financial mistake you see business owners make?"

My notes from the panel:

LEADERSHIP INSIGHT

Matt Williamson

Founder & Principal Broker, Good Cover

A real story from someone who's lived it - not in theory, but in practice.

My notes:

Continue Your Journey

Scan the QR code below or visit our website to access:

1 Digital Directory

Connect with Northern Rivers professionals who can help you with the issues identified in today's workshop - from accountants and lawyers to business advisers, HR consultants and digital specialists.

2 SCU Recognition of Prior Learning

Find out how Southern Cross University can recognise your participation in this series towards credit in the Master of Business program.

3 Upcoming Sessions

View dates, details and book your spot for the remaining sessions in The Business of Doing Business series.

4 Join the LinkedIn Group

Stay connected with fellow participants and presenters throughout the series. Join our **Business of Doing Business** LinkedIn group to continue the conversation, share ideas, ask questions and grow your network.

Scan with your phone camera

businessnsw.com/northern-rivers

The Business of Doing Business - 2026 Program

Business NSW Northern Rivers

"Attend one session and gain value. Attend all four and transform how your business operates.

Built by business owners. For business owners.