

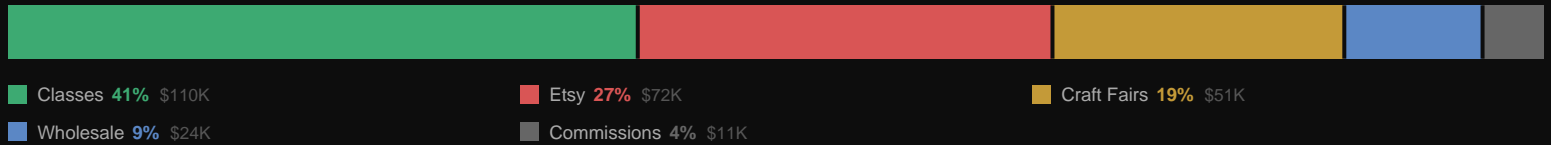
PREPARED FOR

Thornfield Ceramics Studio

Ceramics · Classes · Etsy · Craft Fairs · Wholesale · Commissions

April 2026

REVENUE BY CHANNEL



EST. ANNUAL REVENUE \$268,400	ACTIVE CHANNELS 5	PRODUCTS / SKUs 34	PEAK SEASON Q4 (34%)
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EXECUTIVE SUMMARY

Thornfield Ceramics is generating \$268K annually across five channels — a genuinely strong operation for a studio of this size. The problems are not in the product or the craft. They are in three operational gaps that together represent \$64,000 per year in recoverable margin currently being left on the table.

\$64,000

PER YEAR RECOVERABLE

Identified across 3 operational gaps. Zero new customers required.

GAP BREAKDOWN

01 Class pricing undercosted	+\$41,600
02 Etsy vs. fair margin gap	+\$8,200
03 Q4 production stockout	+\$14,200

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None of these gaps require new customers, new products, or new platforms.

Recalibration of pricing, channel strategy, and seasonal planning.

+\$41,600

/ YEAR

01

RECOVERABLE

GAP 01 — HIGHEST IMPACT

Class pricing is undercosted by 34%

Classes priced at \$65/session. True cost-based price: \$98. The gap — instructor time, kiln electricity, materials per student, studio overhead excluded entirely. At 8 students, 4 sessions/week, 50 weeks: \$41,600/yr leaves the studio unclaimed.

+\$8,200

/ YEAR

02

RECOVERABLE

GAP 02 — CHANNEL STRATEGY

Etsy is 27% of revenue but the lowest-margin channel at 11% net after fees, packaging, and listing costs. The same product at a craft fair nets 43%. Shifting 15% of Etsy volume to direct or fair channels recovers \$8,200/yr.

NET MARGIN BY CHANNEL



+\$14,200

/ YEAR

03

RECOVERABLE

GAP 03 — SEASONAL PLANNING

Q4 stockout — \$14,200 in unmet demand (2024)

December = 34% of annual revenue. Production built reactively. In 2024 the three best-selling SKUs sold out December 8th — unmet demand: \$14,200. A September 1st production calendar from prior sell-through closes this entirely.

PRESCRIPTION

Correct order of operations — address in this sequence:

Fix class pricing first.

Highest impact. Zero new customers. Apply to next enrollment cycle.

Build a channel P&L.

Quantify Etsy vs. fair margin with your data. Decision follows automatically.

Set a Q4 production calendar.

September 1st start. SKU targets from prior December sell-through.

01

02

03

NEXT STEP:

Reply within 7 days — hello@dimerion.com · dimerion.com