CASE STUDY

FRACTIONAL COO

DENISE R: OWNER OF A 4-EARLY LEARNING CENTER

Client Testimonial: *"I went from walking four buildings every day putting out fires to running a company. My directors finally own their centers and I have the numbers to prove it."*

CLIENT COMPANY OVERVIEW

- Early learning group with 4 centers and 62 employees
- 410 licensed slots, infant through Pre-K
- Annual revenue: $4.8M
- Challenge: Fast expansion with no shared operating system

THE SOLUTION

Apex Virtual Solutions provided fractional COO services (15 hours/week) to:

- Build one operations playbook used by every center: opening, closing, ratios, incidents, and parent communication
- Create a weekly center scorecard for enrollment, labor %, tuition collections, and ratio compliance
- Run a director leadership meeting with a standing agenda and clear decision rights
- Install quarterly licensing-readiness audits at each site
- Design a shared float pool and staffing model across centers

THE CHALLENGE

Denise doubled from 2 to 4 centers in 24 months, but each site ran its own way. Enrollment stalled at 78%, labor costs crept to 58% of revenue, and licensing visits produced 11 citations in one year. Directors escalated everything, and Denise worked 60-hour weeks as the only person who could make a decision.

RESULTS (12 MONTHS)

- Enrollment increased from 78% to 93% of licensed capacity
- Labor cost reduced from 58% to 49% of revenue
- Licensing citations dropped from 11 to 2
- Denise's weekly hours reduced from 60 to 25
- All 4 center directors retained through the year
- **ROI: For every $1 spent on fractional COO services, the group gained $5.10 in margin and recovered revenue**