# 3 Cost-Volume-Profit

#### Overview

This chapter explains a planning tool called costvolume-profit (CVP) analysis. CVP analysis examines the behavior of total revenues, total costs, and operating income (profit) as changes occur in the units sold, the selling price, the variable cost per unit, or the fixed costs of a product. The reliability of the results from CVP analysis depends on the reasonableness of the assumptions. The Appendix to the chapter gives additional insights about CVP analysis; it explains decision models and uncertainty.

#### Highlights.

Because managers want to avoid operating losses, they are interested in the breakeven point calculated using CVP analysis. The breakeven point is the quantity of output sold at which total revenues equal total costs. There is neither a profit nor a loss at the breakeven point. To illustrate, assume a company sells 2,000 units of its only product for \$50 per unit, variable cost is \$20 per unit, and fixed costs are \$60,000 per month. Given these conditions, the company is operating at the breakeven point:

\$100,000
40,000
5 0

The breakeven point can be expressed two ways: 2,000 units and \$100,000 of revenues.

Under CVP analysis, the income statement above is reformatted to show a key line item, contribution margin.

Revenues, 2,000 x \$50	\$100,000
Variable costs, 2,000 × \$20	40.000
Contribution margin	60,000
Fixed costs	60,000
Operating income	5 0

This format, called the contribution income statement, is used extensively in this chapter and throughout the textbook.

- Contribution margin can be expressed. three ways. In total, on a per unit basis, and as a percentage of revenues. In our example, total contribution margin is \$60,000. Centribution margin per unit is the difference between selling price and variable cost per unit: \$50 - \$20 = \$30. Contribution margin per unit is also equal to contribution margin divided by the number of units sold: \$60,000 ± 2,000 = \$30. Contribution margin percentage (also called contribution margin ratio) is contribution margin per unit divided by selling price: \$30 \circ \$50 = 60%; it is also equal to contribution margin divided by revenues: \$60.000 + \$100.000 = 60%. This contribution margin percentage means that 60 cents in contribution margin is gained for each \$1 of revenues.
- In our example, compute the breakeven point (BEP) in units and in revenues as follows:

The CVP analysis above is based on the following assumptions:

- a. Changes in the levels of revenues and costs arise only because of changes in the number of product (or service) units sold (that is, the number of output units is the only driver of revenues and costs).
- Total costs can be separated into a fixed component that does not vary with units sold and a component that is variable with respect to units sold.
- When represented graphically, the behaviors of both total revenues and total costs are linear

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#### **Table of Contents Solutions Manual Financial Accounting Cost Volume Profit**

- 1. Understanding the eBook Solutions Manual Financial Accounting Cost Volume Profit
  - The Rise of Digital Reading Solutions Manual Financial Accounting Cost Volume Profit
  - Advantages of eBooks Over Traditional Books
- 2. Identifying Solutions Manual Financial Accounting Cost Volume Profit
  - Exploring Different Genres
  - o Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
- 3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Solutions Manual Financial Accounting Cost Volume Profit
  - User-Friendly Interface
- 4. Exploring eBook Recommendations from Solutions Manual Financial Accounting Cost Volume Profit

- Personalized Recommendations
- o Solutions Manual Financial Accounting Cost Volume Profit User Reviews and Ratings
- Solutions Manual Financial Accounting Cost Volume Profit and Bestseller Lists
- 5. Accessing Solutions Manual Financial Accounting Cost Volume Profit Free and Paid eBooks
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  - Solutions Manual Financial Accounting Cost Volume Profit Enhanced eBook Features
- 7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Solutions Manual Financial Accounting Cost Volume Profit
  - Highlighting and Note-Taking Solutions Manual Financial Accounting Cost Volume Profit
  - Interactive Elements Solutions Manual Financial Accounting Cost Volume Profit
- 8. Staying Engaged with Solutions Manual Financial Accounting Cost Volume Profit
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Solutions Manual Financial Accounting Cost Volume Profit
- 9. Balancing eBooks and Physical Books Solutions Manual Financial Accounting Cost Volume Profit
  - Benefits of a Digital Library
  - o Creating a Diverse Reading Collection Solutions Manual Financial Accounting Cost Volume Profit
- 10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
- 11. Cultivating a Reading Routine Solutions Manual Financial Accounting Cost Volume Profit
  - Setting Reading Goals Solutions Manual Financial Accounting Cost Volume Profit
  - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Solutions Manual Financial Accounting Cost Volume Profit

- Fact-Checking eBook Content of Solutions Manual Financial Accounting Cost Volume Profit
- Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
- 14. Embracing eBook Trends
  - Integration of Multimedia Elements
  - Interactive and Gamified eBooks

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