



Build Your Business

**An eNewsletter for
CEOs looking to
grow their companies.**

High-value, "how-to" articles on customer-attraction, sales development, leadership, and best-practices in HR, IT, product development, communication, financial operations, engineering and M&A/value creation.

How to Improve Your Company's Cash Flow

Cash flow is the main blood artery of every successful business. No business can survive without positive cash flow. *This article is written for the nonfinancial CEO and discusses the different "levers" you can pull to improve your cash flow.*

Patrick Wheeler, Managing Partner

Management Contract Services

16785 NW Somerset Drive

Beaverton, OR 97006

503.645.1645 □ www.managementcontractserv.com



Management Contract Services

Building Businesses in the Digital Age

If you are looking to improve your financial operations, contact Patrick Wheeler for a no-cost initial assessment of your business to determine how he might be able to help you.

How to Improve Your Company's Cash Flow

Do you find yourself not having enough cash run your company?

Do you know how to generate more cash?

What steps can you take to improve your company's cash position?

What does cash flow *really* mean?

The definition of **Cash flow** is the movement of *cash* into or out of a business, project, or financial product. It is usually measured during a specified, finite period of time like a month or fiscal year.

There are two components of cash flow; sources and uses of cash – with a listing of the broad categories for each. These are a general listing for purposes of illustrating why cash flow is king.

Sources of Cash

- Revenue Deposited for the accounting period
- Decrease in Accounts Receivable
- Decreases in Inventory
- Increase in Accounts Payable
- Increase in Accrued Expenses
- Proceeds from loan proceeds

Uses of Cash

- Increase in Accounts Receivable
- Increase in Inventory
- Decreases in Accounts Payable
- Repayment of loans

How is cash flow determined?

The best way to explain it is by a metaphor. A financial statement has a balance sheet and a profit and loss statement (P&L). The balance sheet is like a Polaroid snap shot at one point in time and the P&L is like a video tape that is stretched over time. A cash flow is derived from both statements.

The annual change in accounts receivable, inventory, accounts payable, accrued expenses and loan proceeds are derived by the difference in the balance sheets from one year to the next year. Revenue is derived from the P&L.

Two examples are provided below. Changing a few items in the cash flow assumptions (read: 'decisions by the CEO') can have a major affect on the amount of cash a company has.

Basic assumptions in both examples are total deposits of \$4,000,000 (Net sale).

Management Contract Services

➔ Example 1: The following assumptions are used for the first example:

- Twelve- month fiscal year.
- Accounts receivable collection takes 60 days. This was an increase from the prior year when collections took 32 days. The daily collection rate is \$10,000.
- Only 10% of sales were in cash.
- Accounts payable were paid in 45 days based on a daily rate of \$6,667. 30 days should be the standard.
- Inventory for the year is \$2,400,000 or a daily rate of \$666 with a 90 day supply on hand.
- Accruals for the year are \$1,000,000 or a daily rate of \$2,778.
- Company took out a \$2,500,000 bank loan to purchase a new machine. The loan is a 5 year term.

<u>Sources of Cash</u>	
• Revenue deposited	\$4,000,000
• Decrease in Accounts Receivable	
• Decreases in Inventory	
• Increase in Accounts Payable	
• Increase in Accrued Expenses	
• Proceeds from loan proceeds	\$2,500,000
Total Sources of Cash	\$6,500,000
<u>Uses of Cash</u>	
• Increase in Accounts Receivable	\$280,000
• Increase in Inventory	\$60,000
• Decreases in Accounts Payable	
• Asset purchases	\$3,125,000
• Repayment of loans	
Total Use of Funds	\$3,465,000

In this example, the free cash flow is \$3,035,000 (\$6,500,000 - \$3,465,000)

➔ Example 2: This example takes place one year later. The company has been presented with the opportunity to purchase a competitor. The bank has told the company they will not loan any more money at this time. The current recession has hampered sales growth. Sales remained flat for the year and came in at just under \$4,000,000. Management needed to generate more cash and improve relationships with vendors. They will need their help in funding the acquisition by providing additional vendor credit.

This is what they did.

1. They first improved the collections of accounts receivable. They offered customers 2%Net 10 sale terms. (2% is the price discount the company offers it the customers if they pay in full within10 days of invoice.) This resulted in 40% of the accounts paying right away. The balances of the accounts were told they had to pay within 30 days or they would be put on credit hold. The products they sell are critical to their customers' success. This allowed them to be more stringent when dealing with their customers. By offering 2N10 terms, it cost them \$32,000, but they collected \$1,600,000 within 10 days of sale.

Management Contract Services

2. Next they dealt with inventory. The way to look at inventory is cash sitting in the warehouse - not making any money. The company went to each customer and got the amount to be purchased in the coming year. Now they had an ordering schedule. They then contacted their UPS carrier to conduct an order processing efficiency study. The UPS recommendations provided the company with huge productivity gains. Prior to the study, it took the company on average of one hour and twelve minutes to process an order. The company implemented the recommendations and the average order processing time dropped to twelve minutes.
3. The company now knew how many products to order and when to order. They worked on getting close to just-in-time processing. UPS could deliver products to the company by 10:30 AM and then repackage the products and shipped them out to their customers by 4:00 PM when UPS had its next pickup. The result was the company no longer had to maintain a 90 day supply on hand. They now only needed a 12 day supply on hand. Inventory was reduced by \$51,948.
4. The company next addressed sales operations processing. They switched to an electronic billing process. This short-circuited one of the biggest issues they experienced with their customers. When they shipped a product, the invoice was included in the shipment. At the customer's office, many of the invoices never made it to the accounts payable desk. Electronic invoicing solved most of these problems. The company did not have a system in place to process customer payments in a timely manner. They used to process customer payments once a week and take the deposit to the bank. They started focusing on cash flow. They contacted their bank and got a check scanner system from them. This meant they could process each payment when it came in: Put it through the check scanner and have the funds *immediately* credited to their account. They no longer needed to leave the office, which also saved significant time, increasing productivity.
5. The next step was to improve supplier relationships. They currently were paying suppliers in 45 days. They made a management decision to pay suppliers in 28 days. This meant they would have to pay \$113,339 to pay their suppliers in this new time-frame. They felt they needed to do this to rebuild relationships with suppliers. They went one step further by setting up electronic payments. The suppliers were delighted, because they received cash payments in 28 days. 120 days later the management went out on a road trip visiting each major supplier. They rebuilt the personal relationships and then shared the company's vision to grow by acquisition and needed the supplier's support and help. The result was overwhelming support from their suppliers.

After all the changes above were made, the new cash flow situation looks markedly different than the first example.

Management Contract Services

Sources of Cash	
• Revenue deposited	\$ 3,968,000
• Decrease in Accounts Receivable	\$ 200,000
• Decreases in Inventory	\$ 51,948
• Increase in Accounts Payable	
• Increase in Accrued Expenses	
• Proceeds from loan proceeds	
Total Sources of Cash	\$ 4,219,948
Uses of Cash	
• Increase in Accounts Receivable	
• Increase in Inventory	
• Decreases in Accounts Payable	\$113,339
• Asset purchases	
• Repayment of loans	\$ 500,000
Total Use of Funds	\$ 613,339

In this example the company was able to increase their cash flow by *over a half million dollars* (\$3,606,609* - \$3,035,000)

* **\$ 3,606,609 = \$4,219,948 - \$613,339**

Key decisions can be worth more than a half million dollars

Conclusions

Pulling certain financial levers can have a major effect on the cash you have to fund your company. This is essential when you cannot obtain external financing to grow your business. Currently this company is in negotiations to acquire a competitor. They are doing their due-diligence and financial evaluation to determine if this would be a worthwhile purchase.

© 2011 Patrick Wheeler. All rights reserved



Authors Biography:

Patrick M. Wheeler is the Managing Director at Management Contract Services and is a professional executive with an MBA and 25 years of management and consulting experience. He has worked with a large variety of companies, including service industry, wholesale industry and technology companies with sale of \$1M-\$15M. He has experience as a CEO, COO, GM and contracted CFO. Contact Patrick at pwheeler@managementcontractserv.com



Management Contract Services

Building Businesses in the Digital Age

Mission Critical Financial and Operational Consulting

Management Contract Services provides a verity of professional services.

Financial Strategies and Analysis

- Financial risk analysis
- Expense reduction assessment
- Revenue enhancement assessment
- Accounting procedures and practices analysis
- Integration of accounting and management information systems
- Strategy supporting accounting services.
- Securing venture capital and financial negotiations

Senior Management Advisor

- Interim executive management
- Business plan development and revision
- Crisis management and planning
- Board of director advisement

Operational Strategies and Analysis

- Productivity improvement assessment
- Product profitability models