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ABC Company, Inc. Daily Cash Report and Weekly Re-Forecast

for the week ended August 9, 2007

Projected Cash Headroom for the week ended August 9, 2009				Actual Cash Headroom for the week ended August 9, 2009		
*Cash Days > 28						
Day/Week	Inflow	Outflow	Balance	Inflow	Outflow	Balance
Balance			\$217,558.63			\$217,558.63
Monday	\$716.63	\$0.00	218,275.26	\$5,734.00		223,292.63
Tuesday	1,433.26	0.00	219,708.52	1,083.72		224,376.35
Wednesday	2,149.89	0.00	221,858.41	11,567.02		235,943.37
Thursday	4,299.78	0.00	226,158.20	0.00		235,943.37
Friday 8/9	5,733.04	42,862.91	189,028.33	48,498.89		284,442.26
Est 8/16/09	129,635.97	141,671.17	176,993.13			
Est 8/23/9	78,718.00	176,540.88	79,170.25			
Est 8/30/09	23,855.52	37,839.76	65,186.01			
Est 9/06/09	10,493.56	129,616.00	-53,936.43			
Est 9/13/09	81,815.00	57,125.92	-29,247.35			
Est 9/20/09	0.00	204,991.16	-234,238.51			
Est 9/27/09	0.00	32,265.50	-266,504.01			
Est after 9/27		399,533.53	-666,037.54			

Projected Cash Headroom for NEXT week ended August 16, 2009			
*Cash Days > 34			
Day/Week	Inflow	Outflow	Balance
Balance			\$284,442.26
Monday	\$27,237.35	\$7,426.88	304,252.73
Tuesday	20,428.01	0.00	324,680.75
Wednesday	10,214.01	0.00	334,894.75
Thursday	6,809.34	0.00	341,704.09
Friday 8/16	3,404.67	180,036.09	165,072.67
Est 8/23/09	133,557.14	159,363.29	139,266.52
Est 8/30/09	111,967.24	177,425.70	73,808.06
Est 9/06/09	76,588.75	58,914.67	91,482.14
Est 9/13/09	27,390.40	206,135.21	-87,262.67
Est 9/20/09	1,000.00	32,265.50	-118,528.17
Est 9/27/09	45,927.00	105,769.60	-178,370.77
Est 10/4/09	156,021.00	51,661.97	-74,011.74
Est after 10/4		376,003.93	-450,015.67

Summary & Key Cash Indicators		
Wk Ended	Actual Cash Headroom \$	Cash Days*
06/30/09	\$243,487.18	26
07/05/09	198,355.62	21
07/12/09	99,007.06	30
07/19/09	225,534.81	23
07/26/09	312,168.95	35
08/02/09	217,558.63	28
08/09/09	284,442.26	34
8/09/09	LoC Limit	\$500,000
8/09/09	LoC Avail	\$87,500

* Cash Days is # of days to zero cash balance (and no LoC availability).
Cash Days is without ANY new orders; harsh assumption; determine your own.
Cash Headroom is as all cash in bank & on hand plus LoC availability on that day.

ABC Company, Inc. Confidential 8-9-09 FRIDAY 4:45 PM
Prepared by KWK



Cash Manager Tool
(Daily Cash Report & Re-Forecast)



Never Ever Run Out of Cash Again!

Daily Cash Report and Weekly Cash Re-Forecast: Create a report for your business like this one so you won't ever run out of cash again. The upper left was a forecast prepared on August 2nd for the week of August 9th and shows the cash in and cash out as well as the daily balance of all cash that's available including the availability in the line of credit. It also shows the next seven weeks on a forecasted basis. Most importantly, it counts automatically the ***number of cash days*** you have left! Yes, maximum number of days left to live as a business!

Then each day of the August 9th week, the actual cash inflows and outflows are shown on the upper right side of the page so that we can see how we're really doing. CEOs and CFOs should look at this report daily, just for three seconds, just to stay in touch!

On August 9th the final part of this report is added, namely the lower left, where you now forecast the next following week (August 16th). On the lower right a summary of number of days of cash is shown to give perspective of where we've been and where we're going.

Then on Monday, August 12th, you reset the page so that the August 12th forecast is upper left and you put a new actual tracking table on the right of it to create the daily report again. Nothing is below the upper left quadrant forecast for August 16th until the end of the week when you will forecast the following week. CFOs and Controllers become incredibly good forecasters after just a few weeks of doing this!

Now: you should track your cash progress on a ***Trailing 52-Week Chart*** (T52W) so that you learn what your lowest comfortable number of cash days is and what your maximum number is. You'll want to take action long before getting near your "lower limit line" and you'll want to consider artful cash management of the excess above your "upper limit line" from tracking your cash days on a T52W Chart (available at www.ceotools.com).

Never, ever run out of cash by using this fabulous tool! This tool will soon be available in spreadsheet format from ceotools.com for your consideration. In the meantime, start to build your own forecasting and cash tracking ability by preparing your own version.

You must have and use this *Cash Manager Tool*: don't ever grow without it!

With best wishes,

Kraig and www.ceotools.com

PS – Check out all the great tools in Kraig Kramers' book, ***CEO TOOLS: The Nuts-n-Bolts of Business for Every Manager's Success*** at our website www.ceotools.com.

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Top 10 Ways to *Get Out* of Cash Trouble and *Stay Out*!

1. **SHORE UP CAPITAL** (both equity and debt) – this means leaving equity in the company as you grow so that borrowings can grow as well without increasing the debt:equity ratio. If already in cash trouble, bring in outside equity. Preventive: leave enough equity in as you grow to maintain a healthy debt:equity ratio for your industry.
2. **TRACK CASH DAILY & RE-FORECAST WEEKLY** – so you can meter the cash outflow (payments to suppliers) as well as encourage cash inflow (payments from customers) and balance borrowings appropriately. Yes, CEOs, CFOs, and GMs need to see a daily cash report to stay on top of this, for preventive and emergency cash control. Re-forecasting out six-eight weeks helps you see the future! See Kraig’s Cash Manager Tool at www.ceotools.com.
3. **HAVE AN ALL-HANDS CASH MEETING WEEKLY** – with everyone from your business who has a direct impact on cash, whether incoming cash (collections) or outgoing (payments to suppliers and employees). This is a 20-minute standup meeting without chairs but with agenda to guide discussion.
4. **FIND CASH BY SEEING WHERE “C-H-I-P-S” ARE HIDING** – Cash Hides in Peculiar Spots, so find new ways to see it. Getting an outsider to walk through your business and ask questions like “what are those small stacks of paper” in a printing company led to selling off all that paper that would never be used and getting 100’s of thousands of cash dollars!
5. **STAY CLOSE TO LENDERS & PROSPECTIVE INVESTORS** long before you need them. Whether preventively or emergency, to get cash when you need it you must have prior happy relationships with those who will provide the cash timely when you really need it.
6. **GROWTH GOBBLES CASH FOR BREAKFAST** – you might not make it through the day! So understand your growth rate. Don’t grow too fast – determine your “right growth rate” by seeing pages 126-128 of Kraig’s book “CEO Tools...for Every Manager’s Success” and then use the What Causes Sales tool from www.ceotools.com to grow at that sales growth rate. You’ll maximize profitability while staying out of cash trouble forever!
7. **CONTINUE TO LEARN ABOUT CASH** – by reading and networking on the subject. One book Kraig likes is Barry Schimel’s “101 Ways to Prosper in Today’s Economy.” And, become a cash student for life: study the things that have driven your company and others into cash paroxysms in the past and things that make cash plentiful!
8. **BREAK THE CHECK-SIGNER’S ARM!** – And then sign the checks yourself as CEO or GM for a while. This will help you REALLY understand where the cash is going and who in your company is spending it. Many CEO’s and CFOs do this once a year on a surprise basis for a month just to refresh themselves on what is happening in their company from a different viewpoint.
9. **REMEMBER, OWNING 40% OF A SUCCESS IS FAR BETTER THAN 100% OF A FAILURE!** – Too many entrepreneurs and control-types have hung onto 100% ownership right into Chapter 7 and 11! Bring in equity investors, selectively. You can control your business 100% with only 1% actual ownership yourself by using an LLLP or possibly an ESOP as your form of legal corporate entity.
10. **TRACKING GROWTH and CASH** – Use the Cash Days T52W Average Chart to track progress managing cash from the Cash Manager Tool (both at www.ceotools.com). Use other tracking tools to optimize your growth (T52W Charts) and profitability (T12M Charts) in parallel with cash tracking.





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