COMPANION WORKSHEET PACK

Working Capital Management

Working Capital That Gets Stuck Is a Decision, Not Fate

9 Worksheets · 3 Categories · A4 Print-Ready

High-Volume · Niche-Search · Specific-Case

PT Hibrkraft Kreasi Indonesia · hibranwar.com

PART 1

High-Volume Worksheets

Universal worksheets — what most operators reach for daily or weekly. Run these on a regular cadence regardless of business size or stage.

Weekly CCC Update

Five numbers. One sheet. Done in under 20 minutes at the end of every week.

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COMPONENT	THIS WEEK (DAYS)	LAST WEEK (DAYS)	CHANGE	SOURCE DATA USED

1. Which component moved most compared to last week — DSO, DIO, or DPO? Identify one concrete reason for the movement before closing this sheet.

2. Is the change a one-week fluctuation or the third consecutive week moving in the same direction? Three consecutive weeks = structural shift, not noise.

DSO Trend Tracker — 12-Week Rolling

Plot DSO every week for 12 consecutive weeks. Trends are more informative than any single number.

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WEEK ENDING	TOTAL RECEIVABLES (RP)	CREDIT SALES THIS WEEK (RP)	AVG DAILY CREDIT SALES (RP)	DSO (DAYS)

1. Draw a line through the 12 DSO values. Rising trend over 4+ weeks means the credit policy or collection procedure has slipped. Which one — or both?

2. Identify the two weeks with the highest DSO. What changed that week: new customer segment, larger-than-normal promotional volume, sales team end-of-quarter push? The cause determines the fix.

3. If DSO has risen more than 10 days over the 12-week period without a change in customer mix, run a customer contribution analysis. One or two customers almost certainly account for most of the increase.

PART 1 · WORKSHEET 3

Daily Cash-on-Hand vs. Commitments Check

Run this every morning before approving any payments. Takes under 10 minutes with the bank statement open.

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ITEM	TODAY'S FIGURE (RP)	DUE WITHIN 7 DAYS (RP)	DUE WITHIN 15 DAYS (RP)	NOTES

1. What is the confirmed cash that will arrive from receivables in the next 7 days — not projected, only confirmed? Does it cover commitments due in the same window?

2. If the 15-day commitments exceed available cash plus confirmed inflows: which collection call needs to happen today, and which payment can legitimately be deferred to the far edge of its vendor terms?

PART 2

Niche-Search Worksheets

Rare-situation worksheets — high value when the situation hits. Run these only when the trigger appears, but keep them findable.

PART 2 · WORKSHEET 1

Full CCC Optimization Sprint — 90-Day Baseline to Target

Use this once — at the start of a formal CCC improvement program — to set baseline, identify intervention priorities, and project the capital freed per component.

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COMPONENT	CURRENT (DAYS)	INDUSTRY BENCHMARK (DAYS)	TARGET (DAYS)	CAPITAL FREED IF TARGET HIT (RP)	PRIMARY INTERVENTION

1. For each component, calculate capital freed: (Current days - Target days) / 365 x Annual COGS. This is cash released at zero interest cost. Sum the three rows. That total is the amount you do not need to borrow if the sprint succeeds.

2. Which component has the largest gap to benchmark and is most actionable in 90 days — DSO through a written credit policy, DIO through ABC classification and reorder points, or DPO through a vendor payment schedule? Pick one. Run it first.

3. Set a 90-day check-in date now. On that date, recalculate CCC from actual data and compare to the targets in this sheet. If the gap between target and actual is larger than 5 days, identify the specific operational step that did not execute.

PART 2 · WORKSHEET 2

Factoring vs. Early-Pay Discount vs. KMK — Financing Decision Matrix

Run this when a cash shortfall exceeds what CCC optimization can cover in the available time window, and three financing options are on the table simultaneously.

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FINANCING OPTION	RECEIVABLES / PAYABLE VALUE (RP)	COST RATE (% PER YEAR)	ANNUAL COST (RP)	DAYS OF WORKING CAPITAL COVERED	NET COST PER DAY COVERED (RP)

1. Calculate effective annual cost of the early payment discount using: (Discount% / (100 - Discount%)) x (365 / (Term - Discount period)). Compare to KMK rate and factoring rate. Whichever is cheapest per day of working capital covered is the right instrument for this specific gap.

2. Factoring is the right choice only when the receivable is from a creditworthy buyer and the cost of the working capital shortfall — in lost vendor discounts, stockout cost, or delayed wages — exceeds the factoring fee. Calculate that cost explicitly before deciding.

Working Capital Re-baselining After Acquisition or New Division

Use this when the business adds a new entity, acquires a company, or launches a major new product line that materially changes the operating cycle.

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ENTITY / DIVISION	ANNUAL COGS (RP)	DSO (DAYS)	DIO (DAYS)	DPO (DAYS)	CCC (DAYS)	NWC REQUIREMENT (RP)

1. Sum the NWC requirement column. Compare to the consolidated NWC figure used in the last banking facility renewal. If the total has risen more than 20%, the KMK limit needs revisiting before the next peak month arrives — not after.

2. Identify which entity has the longest CCC. Is it an inherent feature of its industry or a problem that CCC optimization can address within 6 months? The answer determines whether the added NWC requirement is permanent or temporary.

3. For the new entity: does it have a written credit policy and a vendor payment schedule in place from day one? If not, its DSO and DPO will drift to the worst defaults. Set both before the first invoice is issued.

PART 3

Specific-Case Worksheets

Pre-framed scenarios — each worksheet walks you through a single, concrete situation. Read the scenario, then fill in your version of it.

Bank Reduces the Credit Line Mid-Year

> *Scenario: Your bank notifies you that your revolving KMK limit will be cut from Rp 3 billion to Rp 1.8 billion at the next renewal, citing tightened UMKM credit policy. The cut takes effect in 45 days. Your peak working capital month is in 10 weeks. You have not yet optimized CCC. Fill this sheet before any meeting with the bank.*

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QUESTION	YOUR CURRENT FIGURE	AFTER CREDIT LINE CUT	GAP TO CLOSE (RP / DAYS)

1. Calculate how much the credit line reduction shrinks your available working capital as a percentage of peak NWC requirement. Is the gap closeable from CCC optimization alone in 45 days — or does it require negotiation with the bank, deferred purchases, or requesting a staged drawdown schedule?

2. Which CCC component can be moved fastest in 45 days? DSO through accelerated collections on the largest overdue bucket is typically the fastest lever. Calculate: if you collect Rp X from receivables currently past 30 days in the next 30 days, how many days of DPO buffer does that free relative to the credit line gap?

3. Prepare three numbers before meeting the bank: current CCC, 45-day CCC improvement target with specific actions attached, and revised peak NWC at the improved CCC. Banks respond better to a calculated ask than to a narrative about cash pressure.

Key Customer Requests Net-90 Terms

> *Scenario: A customer representing 22% of your monthly credit sales volume asks to extend payment terms from net-30 to net-90. They cite their own cash flow pressure. Accepting locks up two additional months of receivables from your largest customer. Declining risks losing the relationship. Fill this sheet before responding.*

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VARIABLE	CURRENT (NET-30)	IF NET-90 GRANTED	DIFFERENCE

1. Calculate the additional NWC required if net-90 is granted: additional receivables tied up = (60 extra days / 365) x (Customer's annual credit sales). At current KMK rates, what is the annual interest cost of financing those additional receivables? That is the real price of granting the extension.

2. What counter-offer can make net-90 workable? Options: require a partial upfront payment to reduce credit exposure, negotiate a volume commitment in return for extended terms, or offer access to supply chain financing so the customer shortens their own cash cycle without you bearing the DSO cost.

3. If you decline and lose the customer: how long would it take to replace that volume with customers on net-30 terms? Calculate the break-even in months. If the NWC financing cost of net-90 exceeds the revenue cost of losing the customer divided by break-even months, declining is the financially correct answer.

Supplier Offers 2/10 Net-30 — Take the Discount or Pay on Terms?

> *Scenario: Your main component supplier — accounting for 35% of annual COGS — switches from flat net-45 to 2/10 net-30. You have 10 days to decide whether to take the early payment discount. Your current revolving KMK rate is 13.5% per year and your KMK utilization is at 68%.*

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SCENARIO	PAYMENT DAY	DISCOUNT CAPTURED (RP/YEAR)	ADDITIONAL KMK INTEREST (RP/YEAR)	NET ANNUAL IMPACT (RP)	DECISION

1. Calculate effective annual cost of the 2% discount: (2 / 98) x (365 / 20) = 37.2% per year. Your KMK costs 13.5%. Taking the discount and borrowing from KMK to fund the early payment costs 13.5% annually. The spread is 23.7 percentage points in your favor — on COGS from this vendor, that spread is the annual net saving. Fill the table with actual rupiah figures before deciding.

2. Check KMK utilization: at 68%, you have headroom. If utilization were above 90%, you would need to weigh whether the KMK drawdown for early payment might push you into an overlimit situation during your next peak month. Confirm the peak month is not within the next 30 days before committing to systematic early payment.

3. Make the decision permanent only after calculating it for at least three consecutive months with actual COGS figures. The effective cost formula assumes level COGS. If this vendor's COGS is seasonal, recalculate per month and decide month by month during low-volume periods when KMK headroom is larger.

Companion to:

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