

HIGH-VOLUME

WORKSHEET 2 OF 9

# Receivables Aging Monthly Action Map

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*Run at the start of every month from the previous month's closing data. Produces a collection action list before the aging worsens.*



Complementary worksheet for  
*Working Capital Management*  
by Ibrahim Anwar

## What This Is For

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This worksheet converts the receivables aging report — a document most operators produce for their accountant or bank and then file — into a decision document with names, amounts, and assigned actions attached. The aging report tells you the distribution. This worksheet tells you what to do about it before the end of the current month, when the problem has had another 30 days to worsen.

The operator who reaches for this sheet is the one who noticed that their total receivables figure on the balance sheet has grown three months in a row, or who is preparing for a cash-tight period and needs to know which collections are actionable this week versus which need a longer process. Running this worksheet at the start of each month takes 30 to 45 minutes and replaces the informal mental triage that most operators do while looking at a stack of invoices.

## Benefits

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What you get when you actually run this worksheet on a real situation:

- Converts an aging report into a ranked collection action list — who to call this week, who needs a formal letter, who needs a payment plan negotiation.
- Identifies the two or three customers whose receivables account for the majority of the overdue balance, so effort concentrates where the rupiah impact is largest.
- Calculates the CKPN provision implied by the current aging distribution so bad debt is not a year-end surprise.
- Creates a month-on-month record of aging distribution shifts — the input needed to determine whether DSO is drifting structurally or fluctuating normally.
- Gives the collection procedure a concrete starting list rather than requiring staff to decide who to contact from a raw invoice pile.

## Framework To Use

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### — Four-Bucket Collection Triage

*Group receivables by age, assign action and responsible party per bucket. The bucket determines the urgency and tone, not the customer relationship.*

Bucket	Age	Action this month	Responsible party
Green	Not yet due	No contact – monitor only	Finance staff
Yellow	1–30 days overdue	Written reminder x2, phone call if no response by day 20	Admin / account manager
Orange	31–60 days overdue	Direct call, request written payment commitment with specific date	Finance manager
Red	61–90 days overdue	Formal letter, escalate to senior management, evaluate payment plan	Senior management
Black	91+ days overdue	Evaluate factoring, legal notice, or write-off under PSAK 14	Owner / director

# How To Use

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Follow these steps in order. Each one builds on the previous.

- 1** Step 1: Pull the aging report from last month's closing data. Group every customer balance into five buckets: not yet due, 1–30 days overdue, 31–60 days, 61–90 days, 91+ days.
- 2** Step 2: For each bucket, total the outstanding balance. Calculate each bucket's percentage of total receivables. Record these in the worksheet table.
- 3** Step 3: Apply ECL percentages to each bucket to estimate the CKPN provision: 1% on not-yet-due, 3% on 1–30 days, 10% on 31–60 days, 25% on 61–90 days, 50% on 91+. Sum these to get the implied provision for the month.
- 4** Step 4: Inside the 31–60 and 61–90 buckets, list the top three customers by outstanding balance. These are the customers who will receive direct contact this week, in order of balance size.
- 5** Step 5: For each named customer in steps 4, write the action: phone call with a date, formal letter by a specific date, or payment plan negotiation scheduled. Assign a responsible staff member.
- 6** Step 6: Compare this month's bucket percentages to last month's. Flag any bucket where the percentage increased by more than 3 percentage points. That is the structural shift signal.
- 7** Step 7: File the completed sheet. At month-end, update with what was actually collected from each action and note any customer whose bucket worsened despite contact.

## Example Use

*A mid-sized distributor runs the worksheet at the start of March. Total receivables are \$94,000. Last month's total was \$88,000. The 31–60 day bucket has grown from 6% to 11% of total receivables.*

The worksheet shows: not yet due \$52,000 (55%), 1–30 days \$24,000 (26%), 31–60 days \$10,340 (11%), 61–90 days \$5,200 (5.5%), 91+ days \$2,460 (2.5%).

Implied CKPN provision:  $(\$52,000 \times 1\%) + (\$24,000 \times 3\%) + (\$10,340 \times 10\%) + (\$5,200 \times 25\%) + (\$2,460 \times 50\%) = \$520 + \$720 + \$1,034 + \$1,300 + \$1,230 = \$4,804$ . Last month this was \$3,210. The \$1,594 increase in implied bad debt provision is the cost of the aging shift.

The operator lists the top three customers in the 31–60 bucket: CV Sinar Jaya (\$4,800), Toko Bintang (\$3,200), UD Makmur (\$2,340). All three get a direct call this week. CV Sinar Jaya has never been more than 15 days late in two years — the call reveals an invoice routing problem in their accounts payable; payment arrives within 5 days. Toko Bintang confirms a payment plan: \$1,600 this month, \$1,600 next. UD Makmur has not answered two calls; the finance manager will send a formal letter by Friday.

The 31–60 bucket is addressed before it moves to orange. The worksheet took 40 minutes. The CKPN calculation prevented a year-end provision surprise.

# The Worksheet

*Tear this out, copy it onto a fresh sheet, or fill it in directly.*

## Receivables Aging Monthly Action Map

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AGE BUCKET	BALANCE (\$)	% OF TOTAL	IMPLIED CKPN (\$)	TOP CUSTOMER IN BUCKET	ACTION ASSIGNED	RESPONSIBLE PERSON

## Reflection Prompts

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*After filling in the worksheet on the previous page, work through these.*

1. Which bucket increased most as a percentage of total receivables compared to last month? Name the customers inside that bucket who account for more than 30% of its balance. Those are the calls to make this week.
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2. Total the implied CKPN column. Compare to last month's total. If the implied provision has risen more than 20% month-on-month, DSO is not just drifting — the quality of the receivables portfolio is deteriorating. That distinction matters for the credit policy review.
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# Tips and Traps

## TIPS

- Run the worksheet in the first three business days of the month. By day five, action on the 31–60 bucket should already be underway. Waiting until mid-month costs two weeks of the window where a contact can still change the outcome.
- Keep ECL percentages consistent month-to-month so the CKPN trend is comparable. Change the percentages only during the annual provision matrix review, not reactively when a bad month makes the provision look large.
- When a customer in the 91+ bucket has a disputed invoice rather than a cash problem, separate that dispute from the collection action. Disputed amounts need a resolution process, not a collection call — conflating them creates noise in both records.

## TRAPS

- Reading only the total receivables number on the balance sheet and concluding the portfolio is healthy. \$94,000 in receivables where 8% is over 90 days is a different risk position from \$94,000 where 95% is not yet due.
- Assigning collection action without a deadline and a responsible name. An action without both is not an action — it is a note that no one owns.
- Using the same ECL percentage across all buckets (the flat-rate method). A 2% flat provision on \$94,000 gives \$1,880. The age-based calculation above gives \$4,804. The flat method understates the actual credit risk by more than \$2,900 in this example.

# Appendixes

## Appendix A – ECL Provision Matrix (Illustrative Starting Rates)

Age bucket	ECL rate	Basis
Not yet due	1.0%	Low default probability on current receivables
1-30 days overdue	3.0%	Mild overdue; most will resolve with one reminder
31-60 days overdue	10.0%	Meaningful risk; active collection underway
61-90 days overdue	25.0%	High risk; payment plan or escalation in progress
91+ days overdue	50.0%	Probable partial loss; evaluate write-off or factoring

Adjust these rates annually based on your actual bad debt history.

If your 91+ recovery rate is consistently higher than 50%, revise upward.

If lower, revise the rate – understating the provision does not make the debt more collectible.

## Appendix B – Month-on-Month Distribution Shift Alert Thresholds

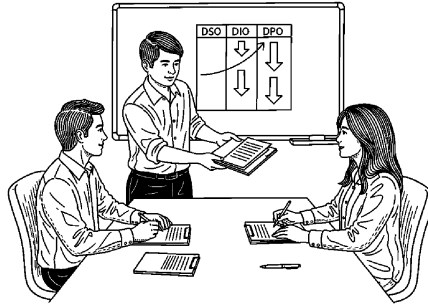
Alert level 1 (watch): any bucket increases 3-5 percentage points month-on-month

Alert level 2 (act): any bucket increases more than 5 percentage points in one month

Alert level 3 (escalate): 61-90 or 91+ bucket exceeds 10% of total receivables

Alert level 3 requires an immediate credit policy review:

- Which customer categories are generating the late buckets?
- Are the terms given to those categories consistent with the written credit policy?
- Has the collection procedure been executed at every required trigger point?



WHERE THIS WORKSHEET COMES FROM

# Working Capital Management

*Working Capital That Gets Stuck Is a Decision, Not Fate*

by Ibrahim Anwar

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This worksheet is one of nine in the *Working Capital Management* companion worksheet pack. The full pack is grouped into three categories: high-volume worksheets you can run weekly, niche-search worksheets for rare but high-value situations, and specific-case worksheets that walk you through a single concrete scenario.

Every framework, decision filter, and figure used in these worksheets is drawn from the chapters of the source book. The book sets the diagnosis, the worksheets give you the form to act on it.

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