MOST SMBS DON'T HAVE A CASH FLOW PROBLEM
THEY HAVE A DECISION PROBLEM

How Better Business Decisions Create Stronger Cash Flow—and More Options

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SPEAKER • AUTHOR • BUSINESS EXECUTIVE

EXPERIENCE
INSIGHT
IMPACT.

ABOUT THE PRESENTATION

Most cash-flow problems don't begin when the bank balance gets tight. They begin earlier—with decisions.

Decisions about growth, pricing, inventory, purchasing, customer terms, operating expenses, capital investment, debt, and owner distributions. Individually, those decisions may seem perfectly reasonable. Collectively, they determine the cash flow a business ultimately experiences.

Robert Livingston learned that lesson during his first week as CFO of a struggling natural-foods snack-bar manufacturer. On Valentine's Day 1988, the Controller called with the news that the company didn't have enough cash to make payroll the following Friday for approximately 300 employees. They made payroll.

But the experience left Robert with a question that influenced the rest of his career:

> **"WHAT DECISIONS CREATED THE CASH-FLOW RESULT WE'RE EXPERIENCING TODAY?"**

Drawing on more than four decades of financial, operating, and executive leadership experience, Robert shows business leaders how to look beyond the cash-flow result and follow it upstream to the decisions creating it.

The central idea is simple:

> **CASH FLOW IS WHERE BUSINESS DECISIONS BECOME VISIBLE.**

When leaders understand that connection, cash flow stops being viewed primarily as a finance problem and becomes what it really is: **a company-wide management result.**

AUDIENCE TAKEAWAYS

Participants will leave with a different way of thinking about cash flow—and practical questions they can take back to their businesses.

- Why today's cash position is often the result of decisions made weeks or months earlier
- How growth, pricing, inventory, receivables, and other management decisions affect cash flow
- Why profitable growth can still consume significant cash
- Why inventory can represent substantial amounts of cash sitting inside the business
- Why finance can report and forecast cash flow—but the entire business helps create it
- How to move the cash-flow conversation upstream and consider cash consequences while decisions are being made

> **THE QUESTION TO TAKE BACK TO YOUR BUSINESS:**
> **WHAT DECISIONS ARE CREATING THE CASH FLOW WE'RE EXPERIENCING TODAY?"**

WHO SHOULD ATTEND

- Business Owners and Co-Owners
- CEOs and Presidents
- CFOs and Controllers
- General Managers and Operating Leaders
- Leadership Teams of Product-Based Businesses
- Advisory Boards and Key Stakeholders

THE TEN CASH-FLOW DECISION DRIVERS

Growth	Pricing	Cost of Goods Sold	Operating Expenses	Inventory
Receivables	Accounts Payable	Capital Expenditures	Debt	Owner Distributions

FINANCE REPORTS CASH FLOW.
THE BUSINESS CREATES IT.

PRESENTATION FORMAT

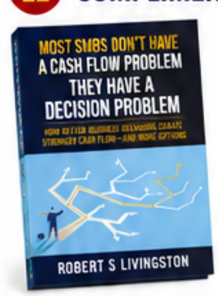
EXECUTIVE PRESENTATION + Q&A

25–30 minute presentation + 10–15 minutes of audience Q&A

Ideal for Association Webinars, Executive Roundtables, Leadership Meetings, Association Events, and Virtual Programs.

The presentation can also be expanded for longer sessions.

COMPLIMENTARY EXECUTIVE GUIDE



Event attendees receive a complimentary digital copy of Robert's Executive Guide that expands on the presentation's central ideas and explores the major business decisions that influence cash flow.

This guide gives participants a way to continue exploring the concepts after the presentation.

ABOUT ROBERT

Robert S. Livingston is the founder of BusinessWiser™ and President of C-Suite2Go LLC. His more than four decades of experience span financial, operating, and executive leadership roles—from Fortune 500 companies to privately held small and mid-sized businesses.

Through BusinessWiser™, Robert develops executive education, tools, and management systems designed to help owners and leadership teams strengthen cash flow, improve decision-making, and create more options.

Better Decisions → Stronger Cash Flow → More Options

BusinessWiser™
CASH FLOW CREATES OPTIONS.

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