See the business. Manage what happens next.

BusinessWiser™ Cash Flow Mastery System | A practical look inside the actual analytical workbook and management resources

For owners of established manufacturing, wholesale, distribution, industrial, commercial-product and consumer packaged goods businesses.

Build a More Successful Business. Enhance Owner Wealth. Improve Quality of Life.

The BusinessWiser™ Cash Flow Mastery System is designed for owners who want more from their businesses: stronger performance, greater long-term business value, increased personal wealth, and more options for how they spend their time. These are the objectives—not automatic or guaranteed results.

The owner equips the management team with the system. Management uses its established frameworks, analytical tools, forecasting resources, planning processes, and accountability disciplines to make better decisions, identify opportunities, anticipate financial needs, establish priorities, and follow through. The owner provides the system; management puts it to work.

The following pages show the financial intelligence behind the system and how that intelligence supports management action. They illustrate the substance of the tools, not a requirement that the owner personally perform accounting or operate every workbook.

What the complete system actually delivers

The Cash Flow Mastery System gives your management team a repeatable way to understand where cash flow comes from, distinguish profit from cash generation, evaluate working-capital efficiency, test growth economics and organize management decisions. It combines the CASHfloWiser™ Excel analytical workbook with five additional management frameworks, four Executive Tools and nine Executive Guides.

Unlike the Cash Flow Accelerator, this purchase does not include a separately prepared company analysis or recorded executive review. You and your team load your financial data, validate the workbook results, interpret the financial relationships and determine the operating actions to take.

Six integrated management frameworks

Framework	What your team receives and uses
CASHfloWiser™	Financial data loading, executive summary and analytical views for cash flow, profitability, working capital, capital, growth and the Power of Seven.
DRIVERwiser™	Ten-driver management framework, assessments, prioritization and 90-day optimization roadmap.
FORECASTwiser™	Daily, five-day, 13-week and 12-month cash forecasting models with usage guidance.
PLANwiser™	RAMP UP!® process, one-page planning tools, decision gates and a disciplined 90-day management process.
CULTUREwiser™	Leadership guardrails, rollout phases, supporting tools and a shared financial decision discipline.
VALUEwiser™	EBITDA, SDE and DCF valuation models, interpretation framework and safeguards.

What the CASHfloWiser workbook can show

The CASHfloWiser™ annual workbook contains 14 tabs, covering setup, financial data preparation, executive reporting, and detailed cash-flow analysis: START HERE; Read Me First; CFWS Annual Loading Template; CFW Company Analysis Template; Executive Summary; Cash Flow DashBoard; Cash Flow Numbers; Quality of Cash Flow; Profit vs NetCash Flow; Capital Flow; Sustainable Growth; Profit; Working Capital; and Power of 7. Together, these

views help management move from reliable financial inputs to an integrated understanding of profitability, cash generation, working-capital efficiency, capital deployment, growth funding, and improvement opportunities. Rather than reproduce every tab, the following pages demonstrate five major analytical tabs using actual calculated outputs from the fictional Example Company workbook.

All figures relate to fictional “Example Company,” with annual revenue of $24.0 million in the current period versus $21.5 million in the prior period. These are illustrative calculations, not a customer testimonial or realized savings. Workbook output values are reproduced as editable Word tables; proprietary formulas are not included.

1 | Profit vs Net Cash Flow

The first management question is not simply whether the company was profitable. It is how much of its reported operating performance became operating cash, and what happened between that result and Net Cash Flow. The Profit vs NetCash Flow tab puts the income-statement view next to the cash-flow view.

Workbook output — current year	Profit view	Cash-flow view
Revenue / Cash from customers	$24,000,000	$23,000,000
Cost of goods / Cash to suppliers	($15,000,000)	($15,200,000)
Gross profit / Gross cash profit	$9,000,000	$7,800,000
Overhead (excl. depreciation)	($6,700,000)	($6,700,000)
Operating Profit / Operating Cash Flow	$2,300,000	$1,100,000
Interest paid	($100,000)	($100,000)
Taxes paid	($700,000)	($700,000)
Retained Profit / Net Cash Flow	$1,500,000	$300,000

What the numbers actually mean

Example Company generated $2.30 million of Operating Profit but only $1.10 million of Operating Cash Flow. The $1.20 million difference is the cash absorbed by the net increase in Working Capital. More revenue and profit did not translate dollar-for-dollar into cash generated by operations. The workbook shows this distinction in one place rather than requiring an owner to infer it from separate statements.

The company then paid $100,000 of interest and $700,000 of taxes. With no modeled fixed-asset acquisitions, owner distributions or other net movements in this example, Net Cash Flow was $300,000. The workbook also shows cash unchanged at $100,000 and debt declining from $4.10 million to $3.80 million. Net Cash Flow is defined as beginning Net Debt less ending Net Debt, where Net Debt equals debt minus cash. Debt reduction confirms the result here; it is not an additional independent cash-flow driver.

Understanding Net Cash Flow

Net Cash Flow is the bottom-line financial result of the entire business after the combined effects of all its activities are taken into account. Profitability, changes in Working Capital, capital expenditures, interest, taxes, owner distributions and other applicable activities all contribute to that result. Some generate financial resources; others require them. Net Cash Flow brings those effects together—it is not simply profit, Operating Cash Flow, or the amount of cash in the bank.

Positive versus negative Net Cash Flow

Positive Net Cash Flow means the activities of the business, taken together, produced a positive overall financial result. That is generally favorable, but it does not mean every underlying development was favorable or that the cash balance necessarily increased. Negative Net Cash Flow means the business used more financial resources than it produced. It requires investigation, but may reflect deliberate investment in assets or growth rather than automatically indicating poor operating performance. In either case, management must understand what produced the result and whether it is appropriate and sustainable.

How the workbook measures the result

Net Debt = Bank Debt − Cash. Net Cash Flow = Beginning Net Debt − Ending Net Debt. This is the measurement of the overall financial result, not an explanation of the business activities that caused it. For Example Company, beginning Net Debt was $4.00 million ($4.10 million debt less $100,000 cash); ending Net Debt was $3.70 million ($3.80 million debt less $100,000 cash). The $300,000 reduction in Net Debt equals positive Net Cash Flow of $300,000. Cash did not increase: the favorable result was reflected in lower bank debt.

Why the distinction matters

The workbook also explains how that result arose: $2.30 million in Operating Profit / EBITDA less $1.20 million invested in additional Working Capital produced $1.10 million in Operating Cash Flow. After $100,000 of interest and $700,000 of taxes, Net Cash Flow was $300,000. Debt reduction is how that result became visible in the balance sheet; it is not an additional operating cash-flow driver to subtract again.

The management decision

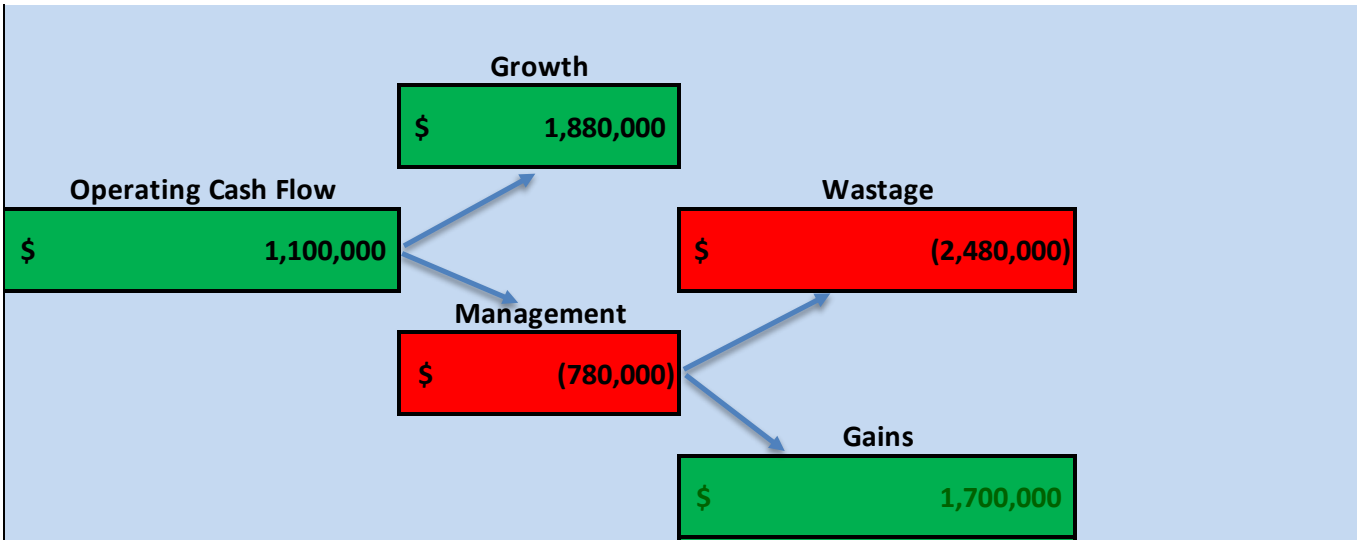
A positive $300,000 Net Cash Flow result is not the end of the analysis. Management needs to determine why $1.20 million was tied up in Working Capital, whether the pattern is temporary or structural, and how the company will fund the next stage of growth. The workbook identifies the financial relationship; management must validate its operating causes.

2 | Quality of Cash Flow

The Quality of Cash Flow tab distinguishes favorable and unfavorable financial effects from the calculated Growth / Decline Effect. It helps management move beyond a single profit or cash number and ask which financial relationships strengthened cash generation and which absorbed it.

Management-influenced financial change	Gain	Wastage
Gross Profit increase	+$1,200,000	—
Overhead increase	—	($780,000)
Accounts Receivable increase	—	($1,000,000)
Inventory increase	—	($700,000)
Accounts Payable increase	+$500,000	—
Total	+$1,700,000	($2,480,000)

Reconciliation shown by the analysis	Amount
Management Gains less Management Wastage	($780,000)
Calculated Growth / Decline Effect	+$1,880,000
Operating Cash Flow	+$1,100,000



What the numbers actually mean

Gross Profit rose by $1.20 million, and the increase in Accounts Payable provided a $500,000 cash offset. Together those favorable effects total $1.70 million. At the same time, overhead increased $780,000, Accounts Receivable increased $1.00 million and Inventory increased $700,000. These unfavorable financial effects total $2.48 million. The net Management Effect is therefore negative $780,000.

The workbook calculates a $1.88 million Growth / Decline Effect so that the Management Effect and Growth / Decline Effect reconcile to $1.10 million of Operating Cash Flow. This calculated effect is not a separate cash receipt and does not prove that the business experienced a particular operational cause. The gain/wastage labels describe the financial direction of the changes, not whether management acted improperly.

The management decision

The result is more informative than saying “profit improved.” Management can ask whether the larger receivables balance reflects sales timing, customer terms or collection delays; whether inventory growth supports demand or creates unnecessary investment; and why overhead increased. These are questions for investigation, not conclusions the workbook can establish on its own.

3 | Working Capital

Working Capital is often where profitable growth creates an unexpected cash requirement. The Working Capital tab shows both actual balance-sheet changes and efficiency measured in days. Those are related but distinct ways to understand the company's cash investment.

Workbook output	Prior year	Current year	Change
Accounts Receivable	$4.00m	$5.00m	+$1.00m
Inventory	$2.50m	$3.20m	+$0.70m
Accounts Payable	$3.00m	$3.50m	+$0.50m offset
Net Working Capital	$3.50m	$4.70m	+$1.20m
Receivable Days	67.9	76.0	+8.1 days
Inventory Days	66.6	77.9	+11.3 days
Payable Days	79.9	85.2	+5.2 days
Working Capital Days	54.6	68.7	+14.2 days
Working Capital per $100 Revenue	$16.28	$19.58	+$3.30

Two different questions, two different calculations

First, what actually happened to the balances? Receivables increased $1.00 million and Inventory increased $700,000. Payables increased $500,000, partially offsetting those uses of cash. The net result was a $1.20 million increase in Working Capital. That actual change helps explain the gap between Operating Profit and Operating Cash Flow.

Second, did cash-conversion efficiency improve or deteriorate? Receivable Days rose approximately 8.1, Inventory Days rose 11.3 and Payable Days rose 5.2. The combined Working Capital Days measure increased from 54.6 to 68.7, a deterioration of about 14.2 days. The workbook reports an integrated cash impact associated with the change in Working Capital Days of approximately negative $782,329. This efficiency-impact calculation is different from the $1.20 million actual Working Capital increase and must not be added to it as another use of cash.

Why the two Working Capital figures are different

Question 1—How much did the business actually invest in Working Capital? The answer is the $1.20 million increase in the Accounts Receivable plus Inventory less Accounts Payable balances. It captures the combined balance-sheet movement, including the effects of business growth and changes in efficiency. It is the amount used in the Profit-to-Cash bridge.

Question 2—How did cash-conversion efficiency change? The answer comes from Working Capital Days: Days Sales Outstanding (DSO) measures how long sales remain in Receivables; Days Inventory Outstanding (DIO) measures how long funds remain in Inventory; and Days Payable Outstanding (DPO) measures how long suppliers finance the operating cycle. Working Capital Days = DSO + DIO − DPO. A rise means more resources are tied up for a given level of activity; a decline means the cycle has become more efficient.

Example Company's Working Capital Days increased approximately 14.2 days. CASHfloWiser calculates a negative $782,329 integrated financial impact associated with the deterioration in efficiency. That is not a second $782,329 cash outflow to add to the $1.20 million increase. The $1.20 million is the actual balance change; the $782,329 isolates the modeled impact of slower conversion, apart from Working Capital that may be required simply because revenue grew. Some of that effect is already reflected in balances, while other implications may affect future funding requirements.

The integrated $782,329 efficiency impact must not be added to individual one-day Receivables, Inventory, or Payables sensitivities. Those sensitivities are separate ways to test potential changes, not additional cash movements or guaranteed recoveries. Management must validate causes and feasibility before treating any modeled improvement as actionable.

The management decision

Management now has specific evidence to examine: customer collections and credit terms, inventory turnover and purchasing commitments, and supplier-payment terms. One-day sensitivities are useful for testing alternatives, but do not establish that any particular reduction is feasible or permanent. The objective is to identify which drivers merit investigation and how much working-capital discipline may matter.

4 | Sustainable Growth

The Sustainable Growth tab tests whether the company's financial structure can support more revenue. It separates two questions that owners often treat as one: does incremental revenue contribute cash before financing, and is there enough retained profit and modeled borrowing to fund the Working Capital it requires?

Workbook output — per $100 revenue	Prior year	Current year
Gross Profit	$36.28	$37.50
Working Capital requirement	$16.28	$19.58
Marginal Cash Flow	+$20.00	+$17.92
Retained Profit	$5.58	$6.25
Modeled borrowing based on Debt/Equity	$9.15	$5.94
Sustainable Growth funding surplus / (shortfall)	($1.54)	($7.40)

Why positive Marginal Cash Flow is not enough

In the current year, each $100 of revenue corresponds to $37.50 of Gross Profit and $19.58 of Working Capital. Marginal Cash Flow is therefore positive $17.92 per $100 of revenue. That indicates favorable growth economics under the model's definitions, but it does not mean the company can finance any amount of additional growth without constraint.

The same $100 of revenue produces $6.25 of retained profit. Applying the current Debt-to-Equity ratio of 0.95 to that retained profit produces $5.94 of modeled borrowing capacity, for combined modeled funding of $12.19. Compared with the $19.58 Working Capital requirement, the model indicates a $7.40 funding shortfall per $100 of revenue. In the prior period the corresponding modeled shortfall was about $1.54. The financing constraint worsened even while profit improved.

This borrowing amount is a model assumption, not an available line of credit, a lender commitment or a guarantee that additional debt would be prudent. Management must confirm actual borrowing arrangements, financing capacity, cash requirements and the timing of growth.

Two growth questions—and why they can give different answers

Test 1—Marginal Cash Flow asks whether the Gross Profit associated with revenue exceeds the Working Capital investment associated with that revenue. On the workbook's standardized $100 revenue basis: $37.50 Gross Profit − $19.58 Working Capital = positive $17.92 Marginal Cash Flow. That is a favorable economic contribution under this specific test. It is not the amount of retained earnings, available bank cash, or committed funding for expansion.

Test 2—Sustainable Growth Funding asks whether internally retained profit plus borrowing assumed by the model can finance the Working Capital required to support additional revenue. On the same $100 basis: $6.25 Retained Profit + $5.94 Modeled Borrowing Capacity − $19.58 Working Capital = approximately negative $7.40, a modeled funding shortfall. Retained Profit is the portion of earnings retained in the business—not Gross Profit—and is therefore much smaller than the $37.50 Gross Profit used in the first test.

How modeled borrowing is calculated

Modeled Borrowing Capacity = Retained Profit × Debt-to-Equity Ratio. For Example Company, $6.25 × approximately 0.95 = $5.94 per $100 of revenue, using the workbook's unrounded ratio. This calculation assumes debt could increase proportionately with retained equity while preserving the modeled capital structure. It does not establish unused borrowing availability, lender approval, acceptable loan terms, or the prudence of taking on debt.

Why both results can be true

Positive $17.92 Marginal Cash Flow says the Gross-Profit-versus-Working-Capital relationship is favorable. Negative $7.40 Sustainable Growth Funding says the narrower resources available to fund growth—retained profit and modeled

borrowing—are insufficient to cover the modeled Working Capital requirement. One is an economic contribution test; the other is a financing sufficiency test. Neither cancels the other.

For perspective only, a $7.40 shortfall per $100 of incremental revenue corresponds to about $74,000 per $1 million of additional revenue if the same modeled relationships persist. That is not a forecast, financing commitment, or claim that this exact funding amount will be required. Management must assess actual growth plans, Working Capital efficiency, cash timing, and confirmed funding sources.

The management decision

Before committing to a growth plan, management can ask: How much additional Working Capital will the planned revenue require? Can collections, inventory and payables efficiency reduce that requirement? What funding is actually committed? Positive profit margins do not eliminate the need to answer those questions.

5 | Power of Seven

The Power of Seven tab turns financial relationships into practical sensitivity tests. It helps management compare the modeled cash and profit effects of possible changes in pricing, volume, direct costs, overhead, receivables, inventory and payables. It does not determine which change is operationally achievable.

Workbook sensitivity	Net Cash Flow impact	Operating Profit impact
1% price increase	+$190,000	+$240,000
1% volume increase	+$43,000	+$90,000
1% cost-of-goods reduction	+$147,000	+$150,000
1% overhead reduction	+$67,000	+$67,000
1 day less in Accounts Receivable	+$65,753	—
1 day less in Inventory	+$41,096	—
1 day more in Accounts Payable	+$41,096	—

Why the comparison matters

A 1% modeled price increase has a different impact on Operating Profit ($240,000) than on Net Cash Flow ($190,000). A 1% volume increase has an even wider distinction: $90,000 of Operating Profit versus $43,000 of Net Cash Flow. That is an immediate illustration of why growth and pricing decisions should be evaluated for their cash implications, not just their income-statement contribution.

The three Working Capital sensitivities are one-day, balance-sheet-oriented reference values: approximately $65,753 for receivables and $41,096 each for inventory and payables. They are not recurring annual profit improvements. The workbook can test combinations, but management must avoid double-counting overlapping effects, distinguish one-time releases from recurring earnings changes and validate feasibility.

The management decision

Instead of declaring that the company should increase prices or reduce inventory, management can rank hypotheses, test realistic assumptions and decide where deeper operating analysis is justified. The financial model frames the choice; sales, purchasing, operations and finance supply the evidence.

From workbook insight to management action

CASHfloWiser identifies the financial result and the relationships worth examining. The rest of the Cash Flow Mastery System provides structure for deciding what to investigate, how to anticipate future cash needs and how to follow through. The following is an illustrative workflow, not a promise that the tools automatically diagnose operating causes.

System component	How management could use Example Company's findings
DRIVERwiser™	Prioritize receivables, inventory and growth funding as investigation candidates; assess root causes and choose a manageable improvement agenda.
FORECASTwiser™	Use the appropriate cash forecast to test collection timing, inventory commitments, supplier payments and expected growth-related cash needs.
PLANwiser™	Translate validated priorities into a 90-day action plan with owners, milestones, decision gates and measures of progress.
REPORTwiser™ + MEETINGwiser™	Review Net Cash Flow, selected drivers, forecast changes and agreed actions in a consistent management reporting and meeting cadence.
CULTUREwiser™	Help sales, purchasing and operations connect day-to-day decisions with the company's cash-flow objectives.
VALUEwiser™	Examine how sustained performance, cash generation and risk may affect business value under explicit valuation assumptions.

Four Executive Tools

Executive Tool	Primary use
Cash Flow Health Assessment™	Assess 15 categories of cash-flow mechanics and management practices.
GROwiser™	Test Growing Broke and Sustainable Growth calculations; apply growth guardrails.
REPORTwiser™	Dashboards, scorecards and the Net Cash Flow Driver Report.
MEETINGwiser™	Monthly, quarterly and annual review structure.

The system is modular. The owner does not need to deploy every framework simultaneously. A practical starting point is to establish reliable financial visibility, validate the issues, select priorities and then introduce forecasting, planning, reporting and review disciplines in the sequence the business needs.

Nine Executive Guides — the thinking behind the tools

The Executive Guides provide context for financial decision-making, cash-flow management, operating discipline and the relationship between business performance and owner options.

- Cash Flow Creates Options™
- Most SMBs Don't Have a Cash Flow Problem. They Have a Decision Problem.
- The Cash Flow Trifecta™
- The Five Uses of Cash Flow™
- The Business Optimizer Loop™
- The Hidden Fortune in Your Cash Flow™
- The Business Optimization Secret Hidden in Plain Sight™
- WEALTHwiser™
- Tales from the Career Vault™

Your Cash Flow Mastery System purchase

Six integrated frameworks, four Executive Tools and nine Executive Guides, including the CASHfloWiser Excel analytical workbook, calculators, forecasting models, dashboards, management templates, implementation resources and reference guidance. Permanent digital access; no recurring system fee.

A $490 offer — $500 off the regular $990 price

This is the complete self-directed Cash Flow Mastery System. The independently prepared executive analysis, prioritized recommendations and recorded explanation delivered through the separate Cash Flow Accelerator Program are not included in this purchase.

What you need to use it

Reasonably reliable financial statements, Excel familiarity, someone able to prepare and validate the inputs, and management ownership of the decisions. The workbook outputs are directional management information; the quality of results depends on accurate data, sound interpretation and disciplined implementation. No particular cash-flow improvement, financing capacity or business outcome is guaranteed.

Experience Behind the System

Robert S. Livingston brings more than four decades of corporate, entrepreneurial, and owner-led business experience, including leadership roles as CFO, Managing Director, President, and CEO. He has founded or managed six businesses, with hands-on responsibility spanning finance, operations, strategic planning, and business growth.

In addition to his executive experience, Robert has personally advised more than 50 small and mid-sized businesses and established the BusinessWiser™ Advisory Circle, comprising more than 120 SMB owners and business leaders.

The BusinessWiser™ Cash Flow Mastery System draws on this extensive practical experience to help owners and their management teams make better financial decisions, strengthen cash flow, and build more successful, valuable businesses.

Next Step: Equip Your Management Team to Build a Stronger Business

The **BusinessWiser™ Cash Flow Mastery System** is designed to give you and your management team the financial insights, practical tools, and management disciplines to strengthen cash flow, improve decision-making, support profitable growth, and build long-term business value.

1. Explore the Complete Cash Flow Mastery System

Review the six integrated frameworks, four Executive Tools, nine Executive Guides, and implementation resources included in the complete system.

https://www.robertslivingston.com/cash-flow-mastery-system

2. Take Advantage of Your Special $490 Offer

The complete Cash Flow Mastery System is available to you for **$490—a savings of $500 off the regular $990 price**.

Visit the dedicated discounted-offer page below for instructions on completing your purchase through Shopify and applying your promotional discount code.

https://www.robertslivingston.com/apollo-cfms-discounted-offer

3. Put the System to Work in Your Business

After purchasing, follow the digital-access instructions to obtain the complete system and make its resources available to your management team.

You don't need to implement everything at once. Begin with the financial or operating priority that matters most, use the relevant frameworks and tools, and expand implementation as your business needs evolve.

You provide the system. Your management team puts it to work.

The objective goes beyond improving cash flow. It's about building a financially stronger, better-managed, more valuable business—one that creates greater owner wealth, financial flexibility, and more options for your future.

One purchase. Permanent access. No recurring system fees.