BUSINESSWISER™

EXECUTIVE PRESENTATION PORTFOLIO

Three Executive Presentations About Better Decisions, Stronger Cash Flow—and the Options They Create

Cash flow is often treated as a financial topic.

After more than four decades across financial, operating, and executive leadership roles—from Fortune 500 companies to privately held small and mid-sized businesses—Robert S. Livingston sees it differently.

Cash flow is a management result.

It reflects the cumulative impact of decisions being made throughout the business—about growth, pricing, costs, inventory, purchasing, customer terms, capital investment, debt, owner distributions, and much more.

But that is only half the story.

Stronger cash flow can also create greater financial flexibility—the ability to invest, grow, reduce debt, weather uncertainty, pursue opportunities, build owner wealth, and make important decisions from a position of strength rather than necessity.

That is the thinking behind the BusinessWiser™ executive presentation series.

THREE PRESENTATIONS.
THREE DIFFERENT CONVERSATIONS.

01 | 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

A presentation about what happens **upstream of cash flow**.

Robert challenges the traditional tendency to treat cash flow as primarily a Finance issue and shows how decisions made throughout the organization leave financial fingerprints that eventually become visible in cash flow.

The central question:

What decisions created the cash flow you're experiencing today?

02 | CASH FLOW CREATES OPTIONS™

Why the Ultimate Value of Cash Flow Is the Choices It Creates

A presentation about what stronger cash flow can make possible **downstream**.

The discussion moves beyond cash in the bank to financial flexibility—and the choices that flexibility can create for the business and its owner.

Invest. Grow. Reduce debt. Build reserves. Weather uncertainty. Strengthen enterprise value. Create owner wealth. Improve quality of life.

The central idea:

The ultimate value of stronger cash flow isn't simply the cash. It's the options it creates.

03 | BETTER DECISIONS. STRONGER CASH FLOW. MORE OPTIONS.

How the Decisions You Make Today Shape the Business—and the Choices You Have Tomorrow

The complete management continuum.

This presentation brings both sides together:

BETTER DECISIONS
↓
STRONGER BUSINESS PERFORMANCE
↓
STRONGER CASH FLOW
↓
GREATER FINANCIAL FLEXIBILITY
↓
MORE OPTIONS
↓
SUCCESSFUL BUSINESS • ENHANCED OWNER WEALTH • IMPROVED QUALITY OF LIFE

It asks leaders to think not only about the cash flow they have today, but about the decisions they are making now—and what those decisions are ultimately creating for tomorrow.

BUILT FOR BUSINESS LEADERS—NOT A MOTIVATIONAL STAGE

These presentations are designed for owners, CEOs, presidents, CFOs, operating executives, leadership teams, associations, executive groups, and other audiences interested in the practical realities of building and leading stronger businesses.

Robert's approach is conversational, educational, and grounded in real-world business experience.

No product pitch disguised as education. No consulting presentation. No financial lecture.

Just an experienced business executive engaging other business leaders in a different way of thinking about decisions, cash flow, financial flexibility, and the options they create.

Continue to explore the three presentations →

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

ROBERT S. LIVINGSTON

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

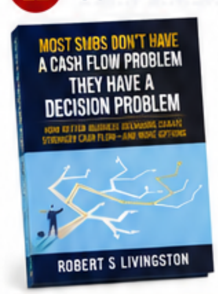
EXECUTIVE PRESENTATION + Q&A

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

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CASH FLOW CREATES OPTIONS™

WHY THE ULTIMATE VALUE OF CASH FLOW IS THE CHOICES IT CREATES

Stronger Cash Flow → Greater Financial Flexibility → More Options

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EXPERIENCE
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ABOUT THE PRESENTATION

Most business discussions about cash flow focus on having enough cash to pay bills, fund operations, finance growth, or avoid financial pressure. Those things matter. But they aren't the ultimate value of stronger cash flow.

The ultimate value is choice.

Stronger cash flow creates greater financial flexibility—the ability to invest, grow, reduce debt, withstand uncertainty, build owner wealth, and make important business decisions from a position of strength rather than necessity.

Drawing on more than four decades of financial, operating, and executive leadership experience, Robert Livingston explores a different way of thinking about cash flow: not simply as money in the bank, but as the financial capacity to decide what comes next.

STRONGER CASH FLOW → GREATER FINANCIAL FLEXIBILITY → MORE OPTIONS

AUDIENCE TAKEAWAYS

- Why cash is not the destination—and how its real value is what it allows you to do next.
- How financial flexibility becomes the bridge between stronger cash flow and greater choice.
- How stronger cash flow creates options to invest, grow, strengthen, and protect the business.
- Why the ability to say no can be as valuable as the ability to say yes.
- How business financial strength can create greater financial choices for the owner.
- Why financial flexibility creates both offensive (opportunity) and defensive (resilience) options.

THE QUESTION TO TAKE BACK TO YOUR BUSINESS:

WHAT OPTIONS DO YOU WANT YOUR BUSINESS TO CREATE FOR YOU?

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 CASH FLOW TRIFECTA™

The ultimate value of stronger cash flow can show up in three interconnented outcomes.

SUCCESSFUL BUSINESS

- Strength
- Resilience
- Investment
- Enterprise Value

ENHANCED OWNER WEALTH

- Liquidity
- Diversification
- Independence
- Future Security

IMPROVED QUALITY OF LIFE

- Less Pressure
- More Control
- Time Choices
- Greater Freedom

Strengthen the business. Build owner wealth. Improve quality of life. They reinforce one another.

PRESENTATION FORMAT

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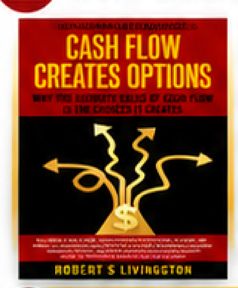
COMPLIMENTARY EXECUTIVE GUIDE



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Better Decisions → Stronger Cash Flow → More Options

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BETTER DECISIONS.
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How the Decisions You Make Today Shape the Business - and the Choices You Have Tomorrow

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ABOUT THE PRESENTATION

This presentation connects the two sides of cash flow that business leaders often consider separately.

Upstream, cash flow is the cumulative result of decisions made throughout the business. Downstream, stronger cash flow creates greater financial flexibility - and that flexibility expands the choices available to both the business and its owner.

Cash flow sits in the middle.

It is both an outcome of what came before and an enabler of what comes next.

During Robert's first week as CFO of a struggling natural-foods snack-bar manufacturer, the Controller called on Valentine's Day 1988: the company could not make payroll the following Friday for approximately 300 employees. No cash. No remaining credit line. They made payroll.

HOW DID WE GET HERE? → DECISIONS

WHAT COULD WE DO NOW? → OPTIONS

THE COMPLETE MANAGEMENT CONTINUUM

- BETTER DECISIONS
- STRONGER BUSINESS PERFORMANCE
- STRONGER CASH FLOW
- GREATER FINANCIAL FLEXIBILITY
- MORE OPTIONS

SUCCESSFUL BUSINESS • ENHANCED OWNER WEALTH • IMPROVED QUALITY OF LIFE

AUDIENCE TAKEAWAYS

- How decisions about growth, pricing, costs, inventory, receivables, payables, capital investment, debt, and owner distributions ultimately shape cash flow
- Why cash flow is both a lagging result and a forward-looking source of financial capability
- Why Finance measures and forecasts cash flow - but the business creates it
- How stronger cash flow creates liquidity, resilience, borrowing capacity, and room to maneuver
- Why the ability to say no, wait, negotiate, or choose timing can be as valuable as the ability to say yes
- How greater financial flexibility can create options for the business, the owner, and the future

THE QUESTION TO TAKE BACK TO YOUR BUSINESS:

WHAT ARE YOUR DECISIONS TODAY ULTIMATELY CREATING FOR TOMORROW?

PRESENTATION FORMAT

EXECUTIVE PRESENTATION + Q&A

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

Association webinars • executive roundtables • leadership meetings
association events • virtual programs • adaptable to 45 minutes

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

DECISIONS LEAVE CASH-FLOW FINGERPRINTS

PRICING	A market decision with a cash consequence
INVENTORY	An operating decision that can tie up cash
PAYMENT TERMS	A customer decision that changes when cash arrives

FINANCE MEASURES IT. THE BUSINESS CREATES IT.

FINANCIAL FLEXIBILITY CREATES OPTIONS

STRONGER CASH FLOW → ROOM TO MANEUVER

INVEST	Equipment • Technology • People • Capacity
GROW	Customers • Markets • Products
STRENGTHEN	Debt • Reserves • Capabilities
PROTECT	Downturns • Disruption • Time

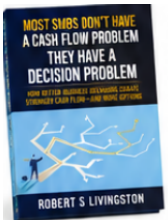
YES • NO • NOW • LATER

THE CASH FLOW TRIFECTA™

B	W	Q
BUSINESS	**OWNER WEALTH**	**QUALITY OF LIFE**
Strength Resilience Enterprise Value	Liquidity Diversification Independence	Less Pressure More Control Freedom

MORE OPTIONS → BETTER OUTCOMES

TWO COMPLIMENTARY EXECUTIVE GUIDES



Attendees receive both Executive Guides complimentary.
Together they explore how decisions shape cash flow - and how stronger cash flow creates greater financial flexibility, more options, a successful business, enhanced owner wealth, and improved quality of life.

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WHICH CONVERSATION WOULD CREATE THE MOST VALUE FOR YOUR AUDIENCE?

Every organization—and every audience—is different.

Some leadership teams need to think differently about the **decisions creating their cash flow**.

Others need to understand why stronger cash flow matters far beyond the balance in the bank—and how greater financial flexibility can create **more choices for the business and its owner**.

And some audiences will benefit most from seeing the **complete journey**:

Better Decisions → Stronger Business Performance → Stronger Cash Flow → Greater Financial Flexibility → More Options.

That is why these three presentations were designed to stand independently while sharing one underlying BusinessWiser™ philosophy:

CASH FLOW CREATES OPTIONS.

The option to invest.

The option to grow.

The option to strengthen the business.

The option to reduce debt.

The option to weather uncertainty.

The option to pursue an opportunity—or walk away from the wrong one.

The option to build a more successful business.

The option to enhance owner wealth.

And ultimately, the option to improve quality of life.

AN EXECUTIVE PERSPECTIVE BUILT OVER MORE THAN FOUR DECADES

Robert S. Livingston's perspective was shaped across more than 40 years of financial, operating, and executive experience—from early financial roles with companies including Mobil Oil, Mattel, and PepsiCo/Taco Bell to leadership roles in privately held small and mid-sized businesses.

One experience proved especially formative.

On February 14, 1988—only one week into a new CFO role at a struggling natural-foods snack-bar manufacturer—Robert received a Sunday afternoon call from the Controller.

The company couldn't make payroll the following Friday.

Approximately 300 employees. No cash. No remaining credit line.

They made payroll.

But the experience fundamentally changed the way Robert thought about cash flow and influenced the rest of his career.

It eventually led to two questions that sit at the heart of these presentations:

What decisions created the cash flow we have today?

And what options could stronger cash flow create tomorrow?

FOR ASSOCIATIONS, EXECUTIVE GROUPS & BUSINESS LEADERSHIP AUDIENCES

BusinessWiser™ presentations are particularly well suited for:

Association webinars • Conferences and meetings • Executive roundtables • CEO and peer groups • Leadership meetings • Virtual programs • Podcasts and interviews

The standard presentation format is approximately **25–30 minutes plus 10–15 minutes of audience Q&A**, with the ability to adapt the material for longer sessions.

Each presentation is designed to create conversation—not simply deliver information.

START A CONVERSATION

If one of these presentations could be valuable to your members, leadership team, or executive audience, Robert would welcome the opportunity to discuss your program and determine which presentation best fits the audience.

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