

Cash first, then investment

When a business is under pressure, a large investment can look like the way out. Often the better path starts with a few simple, low-cost steps. Use this checklist before signing a new loan or starting a large project.

- 01 Know where you make and lose money**
Look at profit by product, customer or project, not only the overall figure.
- 02 Look at twelve weeks ahead**
A simple weekly cash forecast shows problems early, while there is still time to act.
- 03 Collect what you are owed**
Review unpaid invoices and agree clear payment terms with customers.
- 04 Free up stock**
Slow-moving stock is cash standing still in the warehouse.
- 05 Talk to lenders early**
Banks and suppliers usually respond better to an early, open conversation than to a late surprise.
- 06 Ask your own staff**
The people who do the work often know the cheapest improvements.
- 07 Test the investment honestly**
Will it earn clearly more than its full cost, including interest, within a realistic time?
- 08 Decide in advance when to stop**
Agree what result would make you pause or end the project, so it is not decided under pressure later.

Every business situation is different, and this checklist gives direction only. For decisions on loans, restructuring or investment, take qualified financial and legal advice. If you would like help looking at the options, you know where to find us.