

Navigating liquidity



Disruption and uncertainty can lead to a fall in business and consumer confidence, placing a strain on the liquidity position of any business. Obtaining visibility of the liquidity position, and identification of levers available to navigate challenges, is critical for management. Below are areas to consider when facing disruption.

1 Appraisal

- **Initial Assessment of Cash & Liquidity**
How do I get visibility and control of my cash and liquidity position?
- **Short-Term Liquidity Requirements**
What are my short-term funding requirements?
- **Challenge the Business Forecasts**
What are the appropriate scenarios to stress test the forecasts?

- **Improvement Activities/Quick Wins**
How do I get better control of my costs?
- **Governance requirements**
What governance do I need to stabilise the situation?
- **Develop Stakeholder Map**
What stakeholder support may be needed and are they mapped?

2 Rapid Stabilisation

- **Fast-Track Quick Wins**
Which improvements should I fast track?
- **Put in Place KPI & Benefits Tracking Tools**
Which KPIs should I be tracking?
- **Assign Execution Responsibilities**
What is the best way to drive accountability?

- **Develop Detailed Implementation Plans**
What should I include in a robust implementation plan?
- **Set Up Operational Governance to Deliver Plan**
What operational governance changes will I need to deliver the plan?

3 Retaining Control

- **Internal & External Reporting**
What reporting does management require?
- **Embed in Budgets & Plans**
How do I make sure that the impact of improvements is embedded in planning?

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4 Stakeholder Support

- **Agree upon Next Steps with Stakeholders**

How can I secure stakeholder agreement on next steps?

- **Stakeholder Alignment & Implementation Planning**

How do I align stakeholders and begin implementation planning?

- **Deep Management Engagement**

How can I ensure key internal stakeholders are fully aligned to the plan?

5 Development of Solutions

- **Liquidity**

What levers exist to secure additional liquidity?

- **Identify the Appropriate Restructuring Option**

How do I identify appropriate restructuring options?

- **Refresh Contingency Planning**

How do I refresh contingency planning?

- **Establish the Value of the Business and M&A Options**

How is the enterprise value estimated and how are M&A options evaluated?

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