

90-Day Cash Turnaround Checklist

The exact playbook for businesses in cash crisis — 38 steps across 4 phases

This is the playbook HFS uses when a client is in cash crisis. Week-by-week actions across 5 workstreams. Execute in order. Do not skip steps.

WEEK 1-2: STABILISE

Stop the bleeding. Create visibility.

- Map every cash outflow for the next 13 weeks — build a rolling cash forecast
- Freeze all discretionary spending immediately (travel, entertainment, subscriptions)
- Implement daily cash position reporting — bank balance at 8am every morning
- Identify the 10 largest outstanding debtor invoices — call each one personally
- Negotiate 7-day payment extensions with your 5 largest creditors
- Cancel or defer all non-essential capital expenditure
- Review payroll: overtime, temporary staff, vacant positions — freeze hiring
- Contact your bank relationship manager — inform them proactively, request facility review

WEEK 3-4: COLLECT

Accelerate cash inflows aggressively.

- Implement debtor calling programme: daily calls on 60+ day accounts
- Offer early payment discounts (2% for 10-day payment) on largest invoices
- Review credit terms: shorten from 30 to 14 days for new orders
- Invoice immediately upon delivery — eliminate billing delays
- Identify and claim any outstanding credit notes, rebates, or refunds due
- Review work-in-progress: invoice completed stages immediately
- Sell surplus inventory or equipment at discount to generate immediate cash
- Collect staff loans and advances on accelerated schedule

WEEK 5-8: RESTRUCTURE

Rebuild the cost base for sustainability.

- Complete full cost review: categorise every expense as essential / deferrable / eliminable
- Renegotiate top 10 supplier contracts for better payment terms or volume discounts
- Review insurance: consolidate policies, increase excesses, remove redundant cover
- Consolidate bank facilities: reduce fees, simplify structure
- Review fleet: return underutilised vehicles, cancel unnecessary fuel cards
- Renegotiate or exit underperforming contracts and subscriptions
- Implement purchase order system — no expenditure without pre-approval
- Review property: sublease unused space, negotiate rental reductions
- Restructure debt: extend terms, reduce instalments, convert short-term to long-term
- Implement three-quote system for all purchases above R5,000

WEEK 9-12: SUSTAIN

Lock in the gains. Build permanent disciplines.

- Transition from daily to weekly cash reporting (daily was crisis mode)
- Implement 13-week rolling cash forecast as permanent management tool
- Set up automated debtor reminders at 7, 14, and 21 days
- Establish monthly cost review meetings with department managers
- Document the new delegation of authority and spending controls
- Build cash reserve target: 2 months of fixed costs
- Review and adjust provisional tax estimates based on new reality
- Report results to board: cash position improvement, cost savings, debtor days reduction
- Plan for growth: now that cash is stable, allocate working capital to revenue-generating activities
- Schedule quarterly cash health review with HFS (or your CFO) permanently