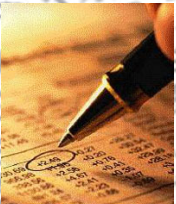


Why Financing?

- Companies need money to operate
- Products should be the main income
- Sometimes, that's not enough



The Financial Manager

- does Financial Planning,
- Investments and
- Financing
 - internal financing (reinvesting)
 - external financing (debt / equity)

Goals of Financial Manager

What are the goals of the Financial Manager?

- look for return
- think about the risks
- take care about risk-return trade-off

Financial Planning

Forecasts and Budgets

Fiscal Year	CRF Revenue Forecast Allowances (\$ millions)	Summary Accounts Forecast Allowance (\$ millions)
1997/98	~100	~100
1998/99	~120	~120
1999/00	~180	~180
2000/01	~250	~250

Forecasts

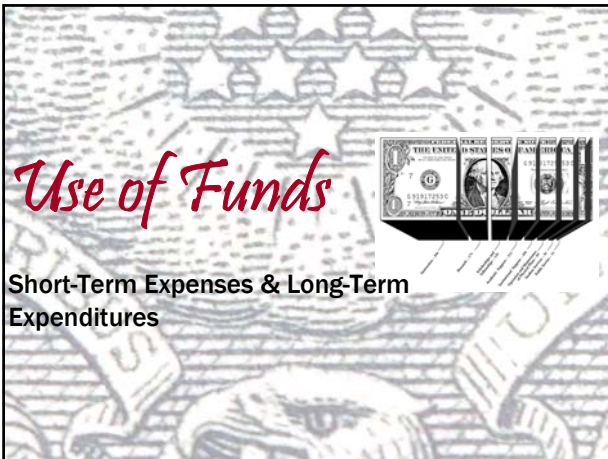
- short-term forecasts
 - also called operating plans, ~ 1 yr
- long-term forecasts
 - also called strategic plans, 2 - 10 yrs
 - basis for capital-budget

Fiscal Year	CRF Revenue Forecast Allowances (\$ millions)	Summary Accounts Forecast Allowance (\$ millions)
1997/98	~100	~100
1998/99	~120	~120
1999/00	~180	~180
2000/01	~250	~250

Budgets

- Formal written forecasts
- cash budgets (inflows and outflows)
- capital budgets (fixed assets)
- operating budgets (sales vs. production costs)

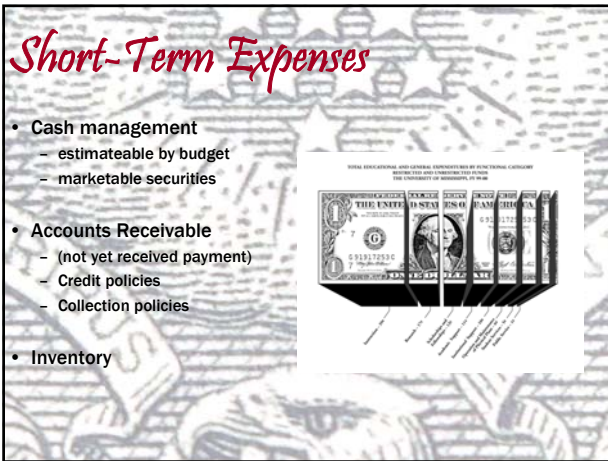
Use of Funds



Short-Term Expenses & Long-Term Expenditures

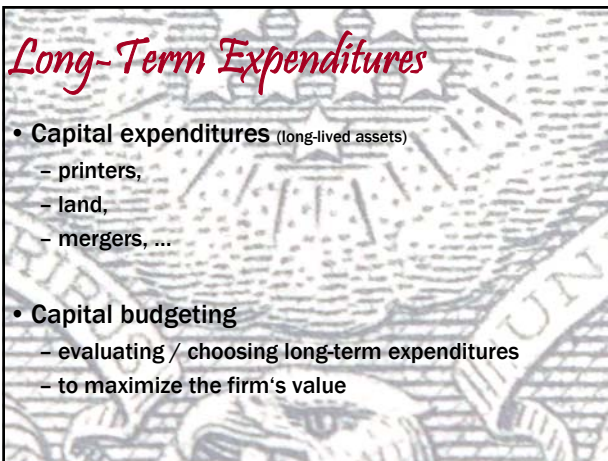
Short-Term Expenses

- Cash management
 - estimateable by budget
 - marketable securities
- Accounts Receivable
 - (not yet received payment)
 - Credit policies
 - Collection policies
- Inventory



Long-Term Expenditures

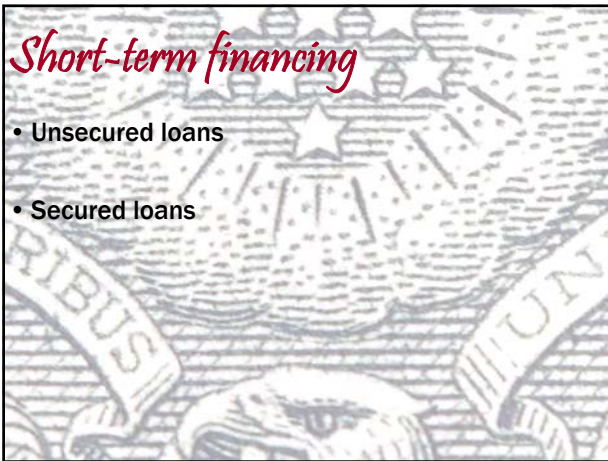
- Capital expenditures (long-lived assets)
 - printers,
 - land,
 - mergers, ...
- Capital budgeting
 - evaluating / choosing long-term expenditures
 - to maximize the firm's value





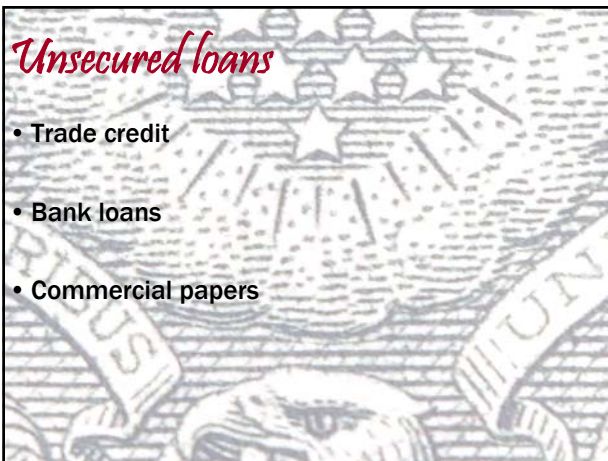
Getting Short-Term Financing

Unsecured vs. Secured Short-term Loans and their costs



Short-term financing

- Unsecured loans
- Secured loans



Unsecured loans

- Trade credit
- Bank loans
- Commercial papers

Example: Ford Motor Credit

Ford Motor Credit

commercial paper 1.000.000
90 days maturity

Sell it for	980.000
Interest	20.000 (8,2 %)

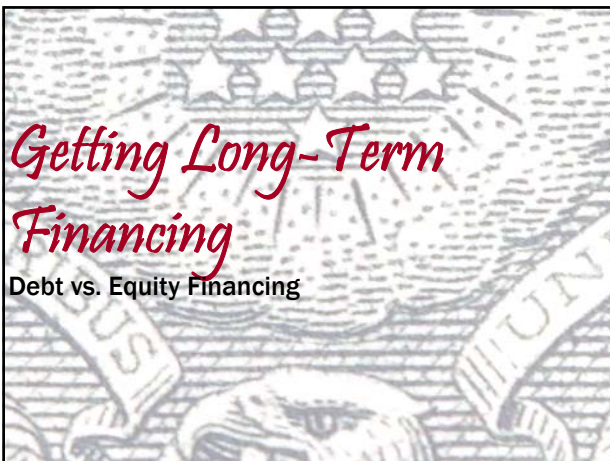
Secured loans

...are loans that require the borrower to pledge specific assets as collateral, or security

- Factoring

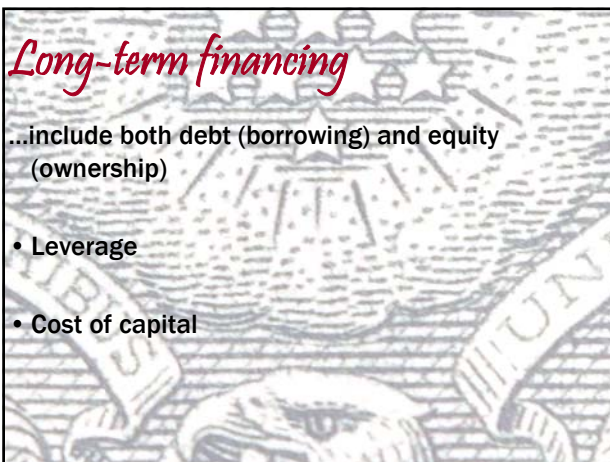
Cost of short-term loans

- Prime rate of interest
- Fixed-rate loans
- Floating-rate loans



Getting Long-Term Financing

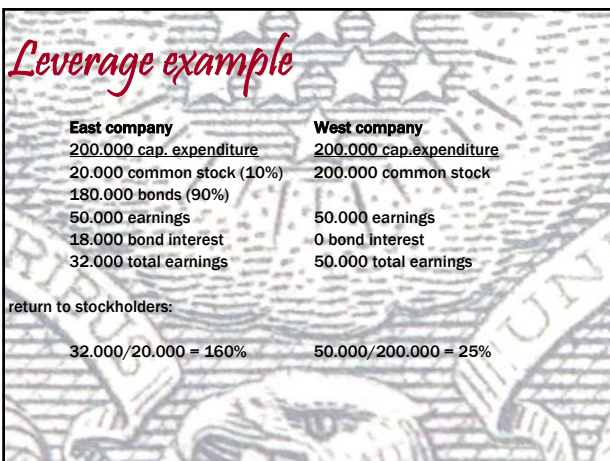
Debt vs. Equity Financing



Long-term financing

...include both debt (borrowing) and equity (ownership)

- Leverage
- Cost of capital



Leverage example

<p>East company</p> <p>200.000 cap. expenditure</p> <p>20.000 common stock (10%)</p> <p>180.000 bonds (90%)</p> <p>50.000 earnings</p> <p>18.000 bond interest</p> <p>32.000 total earnings</p>	<p>West company</p> <p>200.000 cap. expenditure</p> <p>200.000 common stock</p> <p>50.000 earnings</p> <p>0 bond interest</p> <p>50.000 total earnings</p>
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return to stockholders:

$32.000 / 20.000 = 160\%$	$50.000 / 200.000 = 25\%$
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And always remember:



This handout can be downloaded at <http://www.kiesler.at/article186.html>.
You can also comment it there.

find more english stuff at <http://www.kiesler.at/>
