



HKCCMA

Hong Kong Credit and Collection Management Association

NAVIGATOR OF YOUR PROFESSION

香港信貸及收帳管理協會

Best Practices of Risk Management “Survive and Thrive – Key to successful businesses”

最佳風險管理系列 “企業的制勝關鍵 - 生存與發展”

演講者 : 羅柏道

Speaker : Bobby Rozario

機構 : 香港信貸及收帳管理協會

Organization : Hong Kong Credit and Collection Management Association

時間 : 2021年12月8日

Date : 2021 Dec 8



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Economic News in 2021 October - November

經濟新聞 2021 年10月 – 11月



32 states remove
PRC Generalized
System of
Preferences (GSP)
trade benefits

32個國家取消中國
普惠制待遇 (GSP)

Environmental -
PRC aimed at
reaching
2030 Peak
Emission
2060 Carbon
Neutrality in PRC
環保議題- 中國目標
2030 達到碳巔峰
2060 達到碳中和

Suspected
Default Crisis -
Evergrande, Kaisa
Group, Fantasia,
Haidilao
疑似上市公司違約 –
恒大、佳兆業、花
樣年、海底撈

International
borders have
stepped up
quarantine to
guard against
Omicron variant
各國應對Omicron
變種病毒收緊邊境
隔離管制措施

When a crisis exists, there is an opportunity!



有危必有機！

Economic News in 2021 December

經濟新聞 2021 年 12 月



China reduce (RRR) for major commercial banks by 0.5 percentage points, releasing 1 trillion yuan liquidity to the market

中國內地降準0.5%將釋放1萬億人民幣到市場



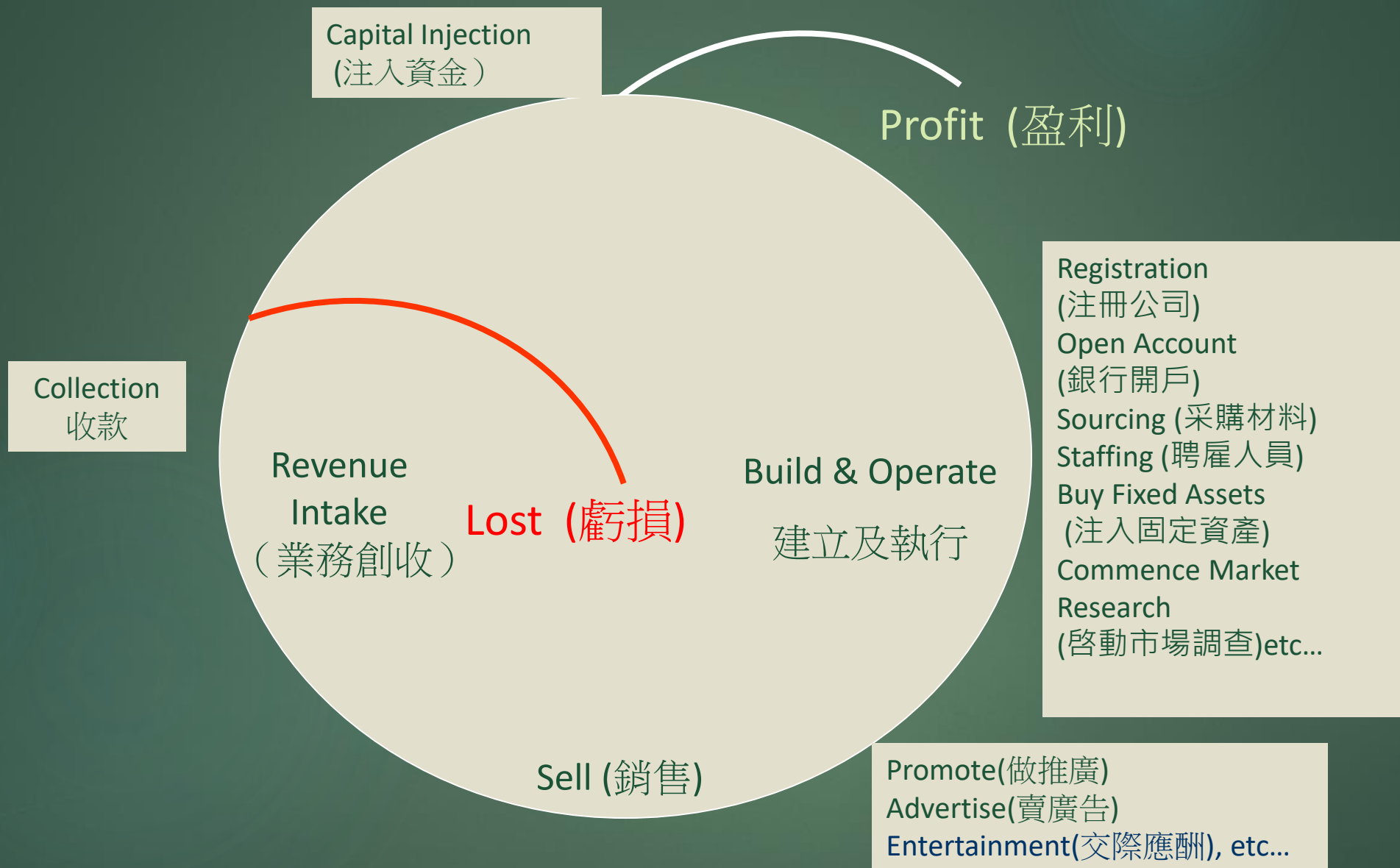
Didi will devise a plan to delist from the New York Exchange and relisted in the Hong Kong Stock Exchange

滴滴出行將會 制定方案在紐約交易所除牌轉移到香港交易所上市



What is the next good news?

下一個好消息是什麼？



Costs of Credit 信用的成本

Bad debt 壞賬	Profit Margin利潤率			
	2%	10%	20%	50%
需要彌補的額外銷售額 Extra sales to offset bad debts				
\$250,000.00	12.5 m	2.50 m	1.25m	500K







Cash is King!
現金為王！

□ Monitor Credit Exposure 監測信用額度用量

➤ Setting Credit Exposure 制定信用敞口

i.e. Sum of all credit limits 即信用額度的總和

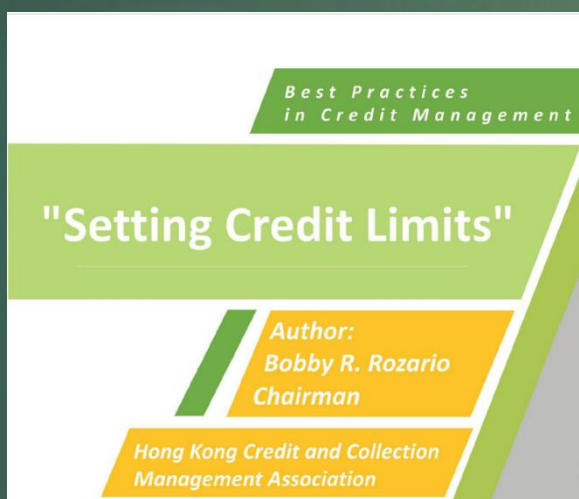
- ✓ If target DSO is 60 days, the minimum level of Credit Exposure is four times the monthly turnover

➤ Credit Exposure vs Sales Target 信用敞口 vs 銷售目標

- ✓ Increasing A's limit would need to decrease B's limit
增加A的額度等同需要減少B的額度
- ✓ If absolute value of Credit Exposure increases, Sales Target would also need to increase
若絕對信用敞口額度增加等同銷售目標也同時需要增加

“Credit Exposure is proportioned to three essential objective elements. They are: Target DSO, Cash Flow Availability and Annual Sales Target. ”

“信用敞口是根據以下三個客觀因素的對應比例而設定的，包括：企業的目標 DSO、企業的現金流狀況及企業的年銷售目標。”



<https://www.hkccma.com/news/view/Best-Practices-in-Credit-Management-Setting-Credit-Limits>

□ Monitor Credit Utilization 額度的用量

“Idea of a Danger Zone in total usage” 總用量的紅綫概念

- Adopt sanction procedure if reached the danger zone
當進入紅綫階段須採納應對流程
- Questions need to ask before actions : 先問以下問題
 - ✓ How is the utilization allocated? 額度是如何分佈?
 - ✓ Are most of the utilizations associated with the same customer or the same group of customers? 大部份額度是否都分佈在同一客戶或同一群體?
 - ✓ How much of the receivables have fallen into the above-average-DSO bracket? 有多少應收賬款跌入平均DSO以上的範圍?
 - ✓ Are you expecting a large payment soon? 是否在等待一個大額的收款?

□ Mitigate Credit Risks Options

轉移信用風險的選擇

➤ Factoring 保理

➤ Recourse vs Non-Recourse 有追索權 與 無追索權

➤ Credit Insurance 信用保險

➤ Guarantees 擔保

✓ Personal 個人

✓ Bank 銀行

✓ Corporate 企業

➤ Letter of Credit 信用証

Risk Management Measures

風險管理措施

❑ Short Term Measures 短期措施

- Understand receivables mixture 了解應收賬組合
 - ✓ Aging Report 賬齡表
- Focus on shorten receivables cycle 聚焦縮短應收款周期

❑ Mid Term Measure 中期措施

- Analyze customer segmentation 了解客戶組合
 - ✓ Credit Reports 信用報告
 - ✓ Risk Index Reports 風險指數報告
 - ✓ Monitoring Tools e.g. litigation information 監測工具 e.g. 訴訟資料

❑ Long Term Measure 長期措施

- Contact industry associations 參與行業協會
- Adopt credit application formality 採納信貸申請表形式
- Train your sales staff 對銷售進行信用管理培訓

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Thank You

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