

Selecting sources of finance for business

by Steve Jay
08 Sep 2003

This article considers the practical issues facing a business when selecting appropriate sources of finance. It does not consider the theoretical aspects of such decisions (Modigliani and Miller) which are covered in Paper 3.7, *Strategic Financial Management*. Nor does it provide detailed descriptions of various sources of finance. These are well covered in manuals and textbooks.

A business faces three major issues when selecting an appropriate source of finance for a new project:

1. Can the finance be raised from internal resources or will new finance have to be raised outside the business?
2. If finance needs to be raised externally, should it be debt or equity?
3. If external debt or equity is to be used, where should it be raised from and in which form?

Can the necessary finance be provided from internal sources?

In answering this question the company needs to consider several issues:

- How much cash is currently held? The company needs to consider the amount held in current cash balances and short-term investments, and how much of this will be needed to support existing operations. If spare cash exists, this is the most obvious source of finance for the new project.
- If the required cash cannot be provided in this way then the company should consider its future cash flow. A cash budget can be prepared, but it is probably too detailed at this stage. A cash flow statement as shown in Example 1 on page 36 would probably be more practical.
- If the company's projected cash flow is not sufficient to fund the new project then it could consider tightening its control of working capital to improve its cash position.

Pressurising debtors for early settlement, running down stock levels and lengthening the payment period to creditors could increase cash resources. Note however, there are dangers in such tactics. For example, lost customer / supplier goodwill and production stoppages due to running out of stock etc.

If the necessary finance cannot be provided internally then the company has to consider raising finance externally.

The debt or equity decision

Here a company needs to consider how much it should borrow. This is a very important decision and several British companies have experienced major problems with this decision in recent years e.g. Marconi, British Telecom and NTL. Issues to be considered include:

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Table of Contents Read Scholasticart Sept09

1. Understanding the eBook Read Scholasticart Sept09
 - The Rise of Digital Reading Read Scholasticart Sept09
 - Advantages of eBooks Over Traditional Books
2. Identifying Read Scholasticart Sept09
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Read Scholasticart Sept09
 - User-Friendly Interface
4. Exploring eBook Recommendations from Read Scholasticart Sept09
 - Personalized Recommendations
 - Read Scholasticart Sept09 User Reviews and Ratings
 - Read Scholasticart Sept09 and Bestseller Lists

5. Accessing Read Scholasticart Sept09 Free and Paid eBooks
 - Read Scholasticart Sept09 Public Domain eBooks
 - Read Scholasticart Sept09 eBook Subscription Services
 - Read Scholasticart Sept09 Budget-Friendly Options
6. Navigating Read Scholasticart Sept09 eBook Formats
 - ePub, PDF, MOBI, and More
 - Read Scholasticart Sept09 Compatibility with Devices
 - Read Scholasticart Sept09 Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Read Scholasticart Sept09
 - Highlighting and Note-Taking Read Scholasticart Sept09
 - Interactive Elements Read Scholasticart Sept09
8. Staying Engaged with Read Scholasticart Sept09
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Read Scholasticart Sept09
9. Balancing eBooks and Physical Books Read Scholasticart Sept09
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Read Scholasticart Sept09
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Read Scholasticart Sept09
 - Setting Reading Goals Read Scholasticart Sept09
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Read Scholasticart Sept09
 - Fact-Checking eBook Content of Read Scholasticart Sept09
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
- Exploring Educational eBooks

14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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