INTERVIEW

How the Credit Manager safeguards the company's cash flow

A function at the heart of financial stability

The Credit Manager's role extends far beyond preventing bad debt: today, they act as the true conductor of the order-to-cash process, ensuring the company maintains healthy, predictable, and actively managed cash flow. We spoke with Thibaut Robet, CEO of Fibus, a firm specialising in order-to-cash management.

Interview with:

THIBAUT ROBET
from Fibus

A Risk Strategist

Is the Credit Manager still seen as just a "risk enforcer"?

This vision is now largely outdated. The modern Credit Manager is a client risk strategist. They no longer merely enforce a credit policy—they design it, drive it, and continuously adapt it. Credit insurance allows them to stay alert even before payment incidents occur: weak signals become levers for anticipation, arbitration refusals turn into business intelligence tools, and alerts become opportunities for strategic dialogue. By anticipating cash flow pressures and safeguarding margins, they support the company's growth without compromising its financial stability.

How does the Credit Manager interact with risk management partners, such as credit insurers?

The Credit Manager and the credit insurer form a strategic duo. Together, they secure the existing portfolio while supporting the acquisition of new clients.

The Credit Manager provides objective input for commercial decisions, prioritises prospects based on their creditworthiness, and oversees credit allocation. Credit insurance becomes a dynamic tool for managing exposures. Fibus acts as a facilitator in this partnership: we anticipate the Credit Manager's needs, support portfolio reviews, and provide recommendations for implementing monitoring or scoring tools. For us, the Credit Manager contributes not only to risk mitigation but also to seizing growth opportunities.

Does this approach require a new organisational setup?

Yes. The Credit Manager now sits at the intersection of finance, commercial, and legal functions. They rely on precise tools—scoring systems, integrated CRMs, regular credit committees—and an appropriate governance framework. Fibus is part of this ecosystem, enabling swift, well-informed decisions while maintaining tight control over cash flow.

A Financing navigator

What role does the Credit Manager play in financing solutions such as factoring?

He plays a crucial role. While the initiative often comes from the finance department, operational success depends on the Credit Manager. He ensures the quality of receivables, the regularity of cash flows, and compliance with the programme. With our support, he clearly identifies which items are eligible for factoring and which are not, as the treasury needs a precise understanding of the stable resources it can rely on. By securing each of these areas, he maximises the financing ratio and minimises the risk of funding gaps. Fibus works hand in hand with him to design bespoke factoring programmes tailored to his needs—neither too much, nor too little.

Concretely, how does he act?

The Credit Manager is involved at every stage of the order-to-cash cycle: account openings, invoicing, monitoring receivables, and liaising with the factor.

He works closely with the order management team, collections, IT, and accounts receivable. This cross-functional approach optimises cash flow and prevents blocking disputes, ensuring the company has stable, sustainable financing aligned with its treasury needs. Fibus supports him with industry expertise and dedicated management tools, such as our ARi Trade software, which enables the optimisation of both factoring and credit insurance within a single interface.

Is credit insurance also a financing lever?

Yes, particularly in off-balance-sheet arrangements. By expanding the coverage scope, credit insurance enhances the protection of receivables and increases financing capacity. This, however, requires the Credit Manager to rigorously manage credit limits, report unpaid invoices, and maintain strong relationships with the insurer. In doing so, they become the architect of receivables-backed financing, supporting the company's cash flow.

A proactive approach to Debt Collection

Does the Credit Manager still oversee debt collection?

Even better, he anticipates it. By managing the entire accounts receivable process, he identifies potential bottlenecks before they impact cash flow. He addresses the root causes of payment delays: invoice quality, unresolved disputes, and lack of coverage. He also adjusts commercial terms according to risk profiles: capped credit lines, cash payments, and specific guarantees.
Artificial intelligence enhances this proactive approach by analyzing payment behaviours, spotting risk patterns, and recommending targeted actions. Debt collection thus becomes smoother, smarter, and fully integrated into the company's overall strategy.

Precisely, what role does digital technology play in this organisation?

Digital technology plays a central role. These tools allow real-time monitoring of outstanding receivables and follow-ups, consolidation of dashboards, and centralisation of disputes. The CRM, connected to the credit insurer or credit rating databases, provides an up-to-date, shared view across departments. With embedded AI, these tools become prescriptive: they offer dynamic risk scores, detect behavioural anomalies, and can automatically trigger alerts in the event of a sudden deterioration in a payer's profile. The result is better DSO management, increased responsiveness, and a cash-focused culture embedded throughout the organisation.

Does the Credit Manager contribute to this cash-focused culture?

He is, in fact, the catalyst. He raises alerts, provides guidance, and makes strategic decisions. Using consolidated indicators, he helps align business objectives with the company's financial goals. Embedded AI gives him additional levers to make decisions objectively, automate processes without removing the human touch, and focus on high-value actions.