

# Management of trade credit by small and medium-sized enterprises



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This study identifies the trade credit management situation within the small and medium-sized enterprise (SME) environment. The purpose of this study is to determine the trade credit management practices of SMEs, focussing on debtors alone, in order to establish whether South African SMEs mismanage trade credit. Focussing on SMEs, this study created a unique opportunity to determine the trade credit management practices of SMEs specifically. This article provides vital evidence containing SMEs' trade credit management practices and insight to entrepreneurs (SME owners) and government regarding possible reasons why SMEs find it difficult to manage trade credit effectively. Data were analysed using statistical techniques such as descriptive statistics, frequencies, cross-tabulations and mean scores. The intention is that SMEs and small firms can use the results of this study in assessing the appropriateness and effectiveness of their own practices and, in doing so, contribute towards the sustainability and viability of SMEs in order to empower SMEs to operate successfully in addressing the South African development challenges.

## Introduction

The inability of financial managers to properly plan and control current assets and current liabilities is an important reason behind the high failure rate of small and medium-sized enterprises (SMEs). SMEs rely more heavily on trade credit, owner equity (internal capital) and short-term bank loans in order to finance their needed investment in current assets such as debtors, inventory and cash. The failure rate of SMEs in South Africa is very high (Mass & Herrington 2006), even when compared to that of large firms. Studies in both the United Kingdom and the United States have shown that poor short-term financial management, particularly poor trade credit and working capital management, is a primary cause of failure among SMEs (Padachi 2006). The recurring and widespread practice of late debtor collections can eventually deteriorate the financial position of the provider of trade credit (Zainuddin & Regupathi 2011). Zainuddin and Regupathi (2011) further add: 'Prudent trade credit management is a vital component of success and survival, particularly to the SMEs'.

Trade credit is an important source of financing for the majority of SMEs (Peel, Wilson & Horwath 2000). Trade credit derives from the normal day-to-day business transactions between organisations and can be classified as a spontaneous source of finance for such organisations (Fatoki 2010). Trade credit arises when a buyer of goods or services makes a delayed payment to a supplier of goods or services (Fatoki & Smit 2010). The buyer of goods or services delays the payment to the supplier while receiving goods or services immediately. Trade credit represents an investment for the seller of goods or services in current assets (debtors), while for the buyer of goods or services it is an important form of funding that is classed under current liabilities (creditors) (García-Teruel & Martínez-Solano 2010). External debt financing, such as trade credit, is one of the most important sources of funding for new SMEs (Kauffman Foundation 2007). Padachi (2006) adds that working capital management and specifically the management of trade credit are of particular importance to the small firm.

Commercial bank lending, which supplies SMEs with slightly more credit compared to trade credit, has received much more attention than trade credit as a form of finance to SMEs (Berger & Udell 2006). Trade credit is of particular importance to SMEs because of the fact that small firms find it difficult to obtain funding through credit institutions (García-Teruel & Martínez-Solano 2010). SMEs rely mostly on short-term debt finance (García-Teruel & Martínez-Solano 2007; Peel et al. 2000), use less external finance in the form of bank loans (Beck, Demirgüç-Kunt & Peria 2008) and their access to long-term capital markets is significantly limited (Petersen & Rajan 1997). Trade credit is usually extended for an intermediate period of 30–60 days, at which point payment

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## **Table of Contents Management Of Trade Credit**

1. Understanding the eBook Management Of Trade Credit
  - The Rise of Digital Reading Management Of Trade Credit
  - Advantages of eBooks Over Traditional Books
2. Identifying Management Of Trade Credit
  - 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 Management Of Trade Credit
  - User-Friendly Interface
4. Exploring eBook Recommendations from Management Of Trade Credit
  - Personalized Recommendations
  - Management Of Trade Credit User Reviews and Ratings
  - Management Of Trade Credit and Bestseller Lists
5. Accessing Management Of Trade Credit Free and Paid eBooks
  - Management Of Trade Credit Public Domain eBooks
  - Management Of Trade Credit eBook Subscription Services
  - Management Of Trade Credit Budget-Friendly Options

6. Navigating Management Of Trade Credit eBook Formats
  - ePub, PDF, MOBI, and More
  - Management Of Trade Credit Compatibility with Devices
  - Management Of Trade Credit Enhanced eBook Features
7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Management Of Trade Credit
  - Highlighting and Note-Taking Management Of Trade Credit
  - Interactive Elements Management Of Trade Credit
8. Staying Engaged with Management Of Trade Credit
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Management Of Trade Credit
9. Balancing eBooks and Physical Books Management Of Trade Credit
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Management Of Trade Credit
10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
11. Cultivating a Reading Routine Management Of Trade Credit
  - Setting Reading Goals Management Of Trade Credit
  - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Management Of Trade Credit
  - Fact-Checking eBook Content of Management Of Trade Credit
  - 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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