

Transforming Working Capital Visibility for a Global Snacks Manufacturer's GCC with **CapitalPulse**



Client Overview

The client is a **global snacks manufacturer** serving modern trade, distributor networks, convenience stores, and large retail chains across regions.

Its working capital cycle was under pressure. Suppliers were paid within **35 to 45 days**, while retail and distributor collections stretched to **75 to 105 days**, creating recurring cash-flow gaps across markets.

Corporate finance and the Global CFO owned liquidity strategy, banking relationships, approvals, and final decisions. The GCC supported them as the central analytics layer, consolidating AP, AR, collections, deductions, and inventory-linked finance data.

The process still relied on ERP extracts, spreadsheets, aging reports, deduction files, and inventory reports. **Polestar Analytics** deployed **CapitalPulse** to standardize working capital data, highlight priority risks, and track actions while keeping strategic decisions with corporate finance.



Key Bottlenecks

Inflation, rising COGS, and fragmented commercial decision-making were eroding margins and threatening retailer-shopper value, exposing gaps in how PPA and pricing decisions were being made.

Fragmented Regional Finance Data

AP, AR, deductions, and inventory-linked finance data came from multiple regional systems, each with different structures and reporting formats.

- Regional ERP extracts followed inconsistent structures.
- Customer and supplier master data was not standardized.
- The GCC spent significant time reconciling data before analysis could begin.

Payment-Cycle Pressure Across Markets

Supplier payments were due in 35 to 45 days, while large customers paid in 75 to 105 days.

- Cash remained locked for extended cycles.
- Finance had limited early visibility into pressure points by region, customer, or supplier.
- Working capital risks were often escalated only after reporting cycles closed.

Reporting was SLA-Driven, Not Decision-Ready

The GCC delivered reports, but finance leaders needed sharper insight into what required action.

- Reports showed what had happened, not what needed attention.
- High-value AP, AR, and inventory opportunities were not ranked by urgency.
- Leadership review cycles were slowed by repeated clarification requests.

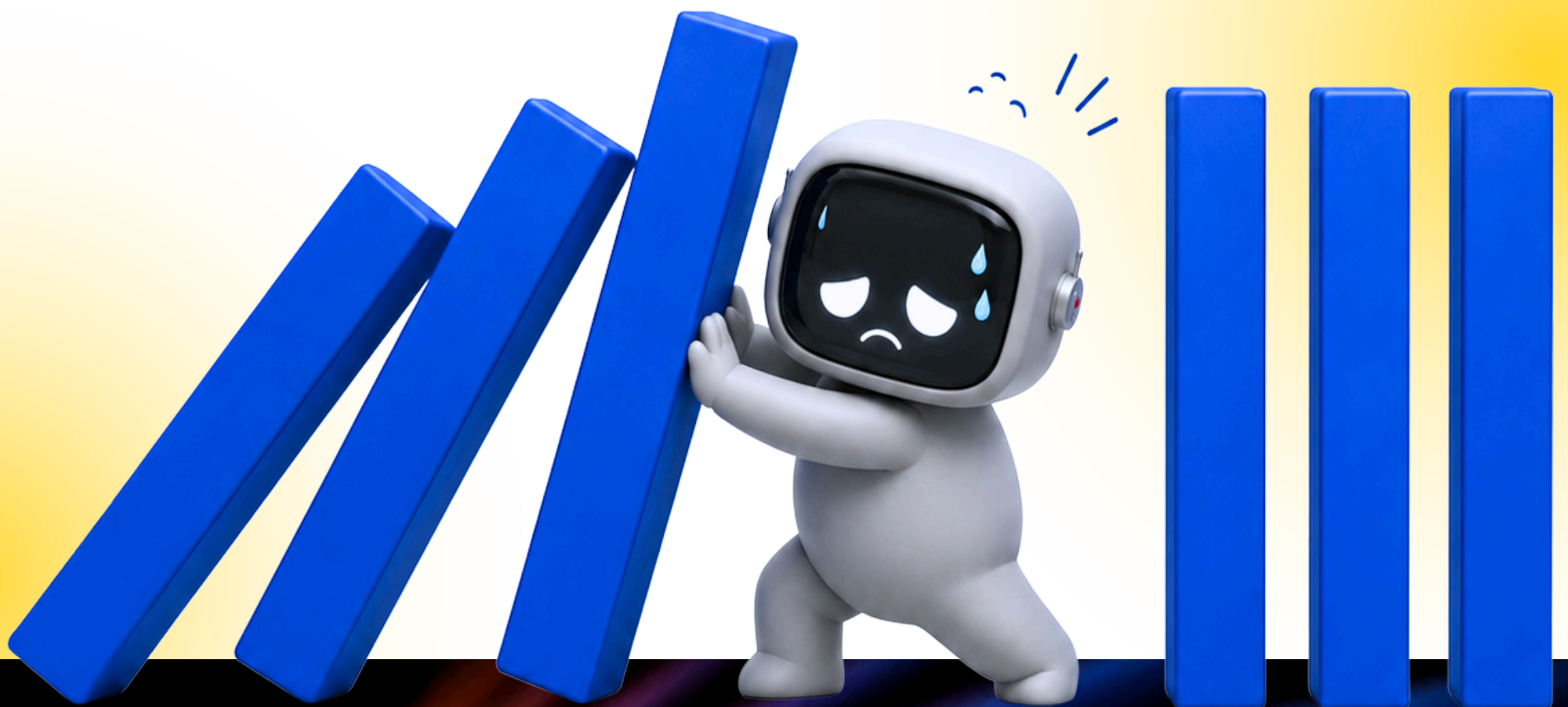


Key Bottlenecks

Weak Follow-Through Across Regional Owners

Working capital actions required coordination across finance, procurement, sales, supply chain, and regional controllers.

- Approved actions were tracked through emails and manual trackers.
- Ownership was unclear across regions and functions.
- The GCC had limited visibility into whether actions were pending, delayed, approved, or completed.



Solutions Implemented

Polestar Analytics implemented **Capital Pulse** as a working capital intelligence layer.

Unified Working Capital Data Foundation

CapitalPulse brought AP, AR, deductions, collections, and inventory-linked finance data into one governed reporting layer.

- ✓ Standardized working capital data across regions & ERPs
- ✓ Created a single view of AP aging, AR aging, customer exposure, supplier terms, & inventory-linked cash signals.
- ✓ Reduced dependency on manual spreadsheets and recurring reconciliations.

This helped the GCC provide Global Finance with faster, cleaner, and more consistent working capital visibility.

Region-Wise Working Capital Control View

CapitalPulse created region-wise and category-wise visibility into working capital pressure.

- ✓ Highlighted cash exposure by market, customer group, supplier segment, and product category.
- ✓ Flagged regions where payment-cycle gaps were widening.
- ✓ Helped finance leaders compare working capital performance across business units.

This allowed corporate finance to identify where intervention was required first.

Solutions Implemented

Prioritized Action Brief for Global Finance

CapitalPulse converted working capital data into a prioritized decision brief for finance leadership.

- ✓ Ranked AP, AR, deductions, and inventory-linked opportunities by value, urgency, and controllability.
- ✓ Highlighted issues requiring CFO, controller, procurement, sales, or supply chain review.
- ✓ Separated GCC-supported analysis from leadership-owned decisions.

This improved decision support without shifting ownership away from corporate finance.

Inventory-Linked Cash Visibility

CapitalPulse showed where inventory decisions were tying up working capital across regions and categories.

- ✓ Highlighted inventory-linked cash exposure.
- ✓ Flagged excess stock and demand-led cash pressure.
- ✓ Connected finance, supply chain, and procurement signals.

This improved visibility into inventory-related cash implications without making the GCC responsible for inventory management.

Solutions Implemented

AP and AR Opportunity Identification

CapitalPulse analyzed supplier terms, customer payment, deductions, and overdue trends to surface practical cash-flow opportunities.

- ✓ Flagged suppliers suitable for payment-term review based on terms, spend, and dependency risk.
- ✓ Identified customers with delayed payments, repeated deductions, or collection delays.
- ✓ Prioritized AP and AR actions for regional finance, sales, procurement, and controller review.

The GCC prepared the intelligence layer, while regional and functional owners validated & approved commercial actions.

Approved-Action Governance

CapitalPulse converted approved working capital recommendations into trackable actions across regional and functional owners.

- ✓ Assigned clear action owners.
- ✓ Tracked pending, delayed, and completed actions.
- ✓ Reduced manual follow-up for the GCC team.

This helped Global Finance monitor execution while the GCC supported structured follow-through.

See **Capital Pulse** in Action

Watch this short demo to see how **Capital Pulse** unifies AP, AR, and inventory-linked finance data, identifies high-impact working capital opportunities, and helps finance teams turn intelligence into prioritized decision support and action tracking.



CapitalPulse
Your AI-Powered CFO command center for working capital intelligence

The video player displays a five-step process flow:

- Detect** (blue header, magnifying glass icon)
- Diagnose** (orange header, magnifying glass over document icon)
- Execute** (yellow header, bar chart with upward arrows icon)
- Simulate** (blue header, cube with brackets icon)
- Execute** (orange header, gear with checkmark icon)

At the bottom of the player, there are navigation controls: a red progress bar, a play button, a volume icon, a timestamp of 00:33 / 01:31, a settings gear icon, and a full-screen icon.

Business Impact

Enabled a **9-day improvement in cash conversion cycle** within the first 75 days through faster visibility, prioritization, and finance-led action.

Enabled finance and procurement teams to secure **12 to 18 additional payment days** on selected supplier agreements.

Reduced manual reporting effort by **16%** across GCC finance support teams.

Improved high-value AP, AR, and deduction opportunity triaging by **22%** for finance review.

Delivered a **28% faster working capital reporting cycle** through standardized GCC data consolidation.

About Pulse Suite

Pulse Suite is next-gen agentic intelligence platform built for enterprise-wide forecasting, optimization, and decision automation. Within Pulse Suite, **CapitalPulse** anchors the working capital intelligence layer, connecting cash flow, receivables, payables, and inventory levers through focused capabilities such as risk detection, root-cause diagnosis, scenario validation, and execution tracking. As the working capital intelligence platform, CapitalPulse helps finance teams detect liquidity risks early, validate the financial impact of every decision, and execute with confidence to unlock cash and improve cash conversion cycles.

