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Accounting for Receivables

CHAPTER PREVIEW As indicated in the Feature Story below, receivables are a significant asset for many pharmaceutical companies. Because a large portion of sales in the United States are credit sales, receivables are important to companies in other industries as well. As a consequence, companies must pay close attention to their receivables and manage them carefully. In this chapter, you will learn what journal entries companies make when they sell products, when they collect cash from those sales, and when they write off accounts they cannot collect.

FEATURE STORY

A Dose of Careful Management Keeps Receivables Healthy

"Sometimes you have to know when to be very tough, and sometimes you can give them a bit of a break," said Vivi Su. She wasn't talking about her children but about the customers of a subsidiary of former pharmaceutical company **Whitehall-Robins**, where she worked as supervisor of credit and collections.

For example, while the company's regular terms were 1/15, n/30 (1% discount if paid within 15 days), a customer might have asked for and received a few days of grace and still got the discount. Or a customer might have placed orders above its credit limit, in which case, depending on its payment history and the circumstances, Ms. Su might have authorized shipment of the goods anyway.

"It's not about drawing a line in the sand, and that's all," she explained. "You want a good relationship with your customers—but you also need to bring in the money."

"The money," in Whitehall-Robins' case, amounted to some \$170 million in sales a year. Nearly all of it came in through the credit accounts Ms. Su managed. The process started with the decision to grant a customer an account in the first place. The sales rep gave the customer a credit application. "My department reviews this application very carefully; a customer needs to supply three good references, and we also run a check with a credit firm like **Equifax**. If we accept them, then

based on their size and history, we assign a credit limit," Ms. Su explained.

Once accounts were established, "I get an aging report every single day," said Ms. Su. "The rule of thumb is that we should always have at least 85% of receivables current—meaning they were billed less than 30 days ago," she continued. "But we try to do even better than that—I like to see 90%."

At 15 days overdue, Whitehall-Robins phoned the client. After 45 days, Ms. Su noted, "I send a letter. Then a second notice is sent in writing. After the third and final notice, the client has 10 days to pay, and then I hand it over to a collection agency, and it's out of my hands."

Ms. Su's boss, Terry Norton, recorded an estimate for bad debts every year, based on a percentage of receivables. The percentage depended on the current aging history. He also calculated and monitored the company's accounts receivable turnover, which the company reported in its financial statements.

Ms. Su knew that she and Mr. Norton were crucial to the profitability of Whitehall-Robins. "Receivables are generally the second-largest asset of any company (after its capital assets)," she pointed out. "So it's no wonder we keep a very close eye on them."

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**Charles Horngren, Walter
Harrison, Suzanne Oliver, Peter
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