



The Credit Manager: a key driver of factoring performance



Why is factoring increasingly reliant on the Credit Manager?

Marc Chaquès Because behind what has traditionally been a treasury-driven financing solution lies a very operational challenge: the quality of the order-to-cash cycle. Factoring converts receivables into immediate liquidity, but the effectiveness of this financing depends on highly tangible factors—accurate invoicing, credit notes ratios, credit insurance coverage, and customers’ payment behaviour. These are precisely the areas the Credit Manager manages on a daily basis.

Thibaut Robet Factors systematically assess three types of risk: seller risk, debtor risk and business risk. The latter two fall squarely within the Credit Manager’s area of expertise. This is where their role becomes truly central.

Does their role only begin once the factoring agreement has been signed?

T.R On the contrary, his expertise is decisive from the very early stages. The analysis conducted by the Fibus team prior to signing is based on the quality of the accounts receivable. This ultimately determines the type of contract, the scope of the assignment, the financing ratios, and the necessary guarantees.

M.C A well-documented client base and robust billing processes provide reassurance to the factor and accelerate implementation. A high-performing program is almost always the result of a thoroughly conducted credit assessment.

And on a day-to-day basis, which levers does he actually manage?

T.R There are many, but three are particularly critical. First, the quality of the order-to-cash cycle: even minor issues—mis-coded invoices, delayed credit notes, or incomplete submissions—can block financing. Second, optimizing the scope of receivables sold: adding new eligible clients or lifting exclusions can generate thousands of euros in additional cash flow each month.

Interview of:

THIBAUT ROBET
CEO of Fibus, factoring and
credit insurance broker

and:

MARC CHAQUÈS
Fibus Trade Director

M.C He is also responsible for managing trade credit insurance within the factoring program. Any reduction in coverage results in an immediate decrease in available financing. More broadly, he oversees the relationship with the factor—a key role in driving the program’s performance. Transparency and responsiveness build trust and help secure financing, even in non-standard situations.

T.R As a result, any improvement in accounts receivable mechanically translates into additional available financing. It is one of the few areas where operational performance directly generates cash.

Does this responsibility change the perception of the Credit Manager within the company?

T.R Absolutely. Far from the traditional “risk gatekeeper” label, he becomes a true architect of short-term financing. Factoring highlights the value of his analyses, the quality of his judgment, and his ability to streamline interactions with the factor.

M.C Trade credit insurance further strengthens this role: it brings objectivity to decision-making and professionalizes the management of customer risk. The Credit Manager is no longer the one who says “no,” but the one who secures, anticipates, and creates financial leeway.

What is Fibus’ contribution to this transformation?

M.C Fibus has been supporting Credit Managers for over 20 years and has developed a methodology that systematically integrates their expertise from the very

outset of program structuring. The goal is to avoid contracts that are disconnected from operational realities and to build a framework aligned with their constraints.

T.R Our approach is based on three pillars. First, a tailored structuring that combines factoring and trade credit insurance to optimize financing from the outset. Second, hands-on operational support, which helps teams build expertise and adapt processes.

M.C And finally, a fully digitalized approach to managing factoring, enabled by our ARI Trade software. It centralizes factor data, credit insurance coverage, and ERP information. The platform automates the most time-consuming tasks and uncovers hidden pockets of financing.

T.R Companies typically see a 15% increase in available financing and a fivefold reduction in management time, freeing the Credit Manager to focus on higher-value activities.

Why is this evolution strategic for companies?

T.R Because factoring is no longer just a cash management tool—it is a lever for overall performance. Companies that involve their Credit Manager from the very start benefit from better-designed contracts, a smoother relationship with the factor, and sustainably optimized financing.

M.C The rise of factoring among SMEs and mid-sized companies puts the Credit Manager back at the center of the game: without rigorous management of accounts receivable, financing cannot deliver on its full potential.

