



Cash Flow Forecasting and Working Capital Strategy Training Course

7 – 18 December 2026
Tokyo



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Overview

Cash Flow Forecasting and Working Capital Strategy Training Course is a ten-day advanced course for finance and operational professionals who leave with a Governed Cash and Working Capital Decision Pack. The course connects cash-flow classification, short-term forecasting, liquidity scenarios, cash conversion cycle diagnostics, receivables, payables, inventory, funding actions, and governance. Participants convert financial and operational drivers into traceable forecasts and improvement decisions. Agile Leaders Training Center delivers this course on cash flow forecasting and working capital strategy.

Who Should Attend

- Finance and controllership functions responsible for cash visibility and performance analysis
- Treasury functions responsible for liquidity, funding, and short-term cash decisions
- Credit and collections functions responsible for receivables performance
- Procurement and supply-chain functions responsible for payables and inventory decisions
- Operations finance functions responsible for working-capital drivers and accountability

The course assumes participants already interpret financial statements, operational data, and basic forecasts, and it leaves out introductory bookkeeping, general budgeting, and investment-portfolio management.

Departments and Industries

The course supports cash flow forecasting and working capital strategy across commercial and asset-intensive environments.

- Finance, treasury, accounting, credit, procurement, and supply-chain departments
- Manufacturing, energy, construction, transport, and logistics organizations
- Retail, distribution, hospitality, and consumer-products organizations
- Banking, insurance, technology, and professional-services organizations
- Corporate planning, shared-services, and business-performance functions

Learning Objectives

By the end of this course, participants will be able to:



- Build governed short-term cash flow forecasts
- Analyze liquidity scenarios and forecast variance
- Diagnose cash conversion cycle performance
- Evaluate receivables, payables, and inventory levers
- Prioritize funding and working-capital actions
- Assemble an integrated improvement and governance pack

Course Agenda

Day 1: Cash Flow Architecture

- Operating-Investing-Financing Cash Flow Classification
- Cash and Cash-Equivalent Definition Map
- Profit-to-Cash Reconciliation Bridge
- Cash Flow Driver and Dependency Model
- Liquidity Objective and Decision-Use Matrix

Day 2: Forecast Design and Governance

- Forecast Horizon and Granularity Decision Grid
- Direct Cash Forecast Structure
- Data Source and Ownership Register
- Forecast Calendar and Submission Workflow
- Assumption Governance and Approval Matrix

Day 3: Receipts and Collections Forecasting

- Customer Receipt Pattern Analysis
- Receivables Aging and Collection Probability Matrix
- Sales-to-Cash Timing Model
- Overdue Exposure and Dispute Adjustment
- Collection Scenario and Sensitivity Table

Day 4: Payments and Disbursements Forecasting

- Supplier Payment Calendar Model
- Payroll, Tax, and Recurring Obligation Map
- Purchase-to-Payment Timing Analysis
- Committed-Discretionary Payment Classification
- Disbursement Priority and Deferral Decision Grid



Day 5: Liquidity Scenarios and Funding

- Base-Upside-Downside Liquidity Scenario Set
- Minimum Cash Buffer Method
- Liquidity Gap and Peak Funding Profile
- Short-Term Borrowing and Surplus Action Matrix
- Cash Forecast Stress Test and Trigger Dashboard

Day 6: Working Capital Diagnostics

- Net Working Capital Component Map
- Cash Conversion Cycle Calculation Model
- Inventory-Receivables-Payables Days Diagnostic
- Working Capital Benchmark and Trend Grid
- Cash Release Opportunity Waterfall

Day 7: Receivables and Credit Levers

- Customer Segmentation and Credit-Term Matrix
- Billing Accuracy and Dispute Root-Cause Review
- Collection Strategy and Escalation Ladder
- Receivables Concentration and Risk Heat Map
- Days-Sales-Outstanding Action Portfolio

Day 8: Payables and Inventory Levers

- Supplier-Term and Payment-Timing Matrix
- Discount-versus-Liquidity Decision Model
- Inventory Segmentation and Service-Level Grid
- Slow-Moving and Obsolete Stock Review
- Procurement-Operations-Finance Trade-Off Map

Day 9: Performance and Control

- Forecast Accuracy and Bias Scorecard
- Variance Attribution and Root-Cause Analysis
- Working Capital KPI Ownership Dashboard
- Control Exception and Data Quality Log
- Governance Meeting and Decision Record



Day 10: Cash and Working Capital Practice

- Suggested Exercise: Direct Cash Forecast Build
- Suggested Exercise: Liquidity Stress Scenario Decision
- Suggested Exercise: Cash Conversion Cycle Diagnostic
- Suggested Exercise: Working Capital Action Prioritization
- Capstone Exercise: Governed Cash and Working Capital Decision Pack

Practical Exercises

The course uses suggested activities to convert transaction patterns and operating choices into liquidity and working-capital decisions.

- Suggested activity: build a rolling cash forecast for a multi-unit service organization.
- Suggested activity: stress customer delays and supplier obligations for a distributor.
- Suggested activity: diagnose inventory, receivables, and payables drivers in a manufacturer.
- Suggested activity: present a funded working-capital improvement plan with owners and controls.

FAQs

Who suits cash flow forecasting and working capital strategy training, and what does it assume?

Cash flow forecasting and working capital strategy training suits finance, treasury, credit, procurement, supply-chain, and operations professionals who already interpret financial statements, transaction data, and basic forecasts.

How does advanced cash flow forecasting differ from general budgeting training?

Advanced cash flow forecasting models the timing of receipts, payments, liquidity gaps, and funding actions, while general budgeting training focuses on planned revenue, cost, and performance across accounting periods.

How does the cash conversion cycle guide working capital decisions?

The cash conversion cycle combines inventory days and receivables days, less payables days, to show how long operating resources remain committed before returning as cash.

What improves short-term cash forecast accuracy?

Short-term cash forecast accuracy improves through transaction-level drivers, clear ownership, controlled assumptions, consistent cutoffs, variance analysis, bias tracking, and timely updates to customer and supplier behavior.



How should working capital actions be prioritized?

Working capital actions should be prioritized by expected cash release, implementation time, operational impact, customer and supplier risk, sustainability, ownership, and the evidence supporting each estimate.

Conclusion

Participants leave with a Governed Cash and Working Capital Decision Pack containing forecast architecture, liquidity scenarios, a cash conversion diagnostic, lever analyses, funding actions, controls, and an implementation roadmap. The pack changes disconnected finance and operations data into traceable cash decisions. It supports leaders when allocating ownership, monitoring results, and protecting short-term liquidity.