



Cash Flow Management and Rolling Forecasting Training Course

21 – 25 December 2026
Tokyo

Cash Flow Management and Rolling Forecasting Training Course

Ref: 1084_179993 **Date:** 21 – 25 December 2026 **Location:** Tokyo **Fees:** 10000 Euro

Overview

Cash Flow Management and Rolling Forecasting Training Course is a one-week intermediate course for treasury analysts, finance managers, cash controllers, accountants, and operational leaders. Participants connect cash-flow classifications with business drivers, build rolling receipts and payments forecasts, test scenarios, measure forecast accuracy, investigate variances, and assign practical cash actions. They leave with a Rolling Cash Forecast and Action Pack for routine liquidity decisions and management reporting. Agile Leaders Training Center develops practical cash forecasting capability.

Who Should Attend

- Treasury analysts responsible for cash positions and liquidity forecasts
- Finance managers and controllers coordinating forecast assumptions
- Accountants preparing cash-flow information and reconciliations
- Working-capital owners managing collections, payments, and inventory
- Operational leaders who influence cash timing and corrective actions

Participants should understand basic financial statements or operational reports. The course does not cover accounting foundations, startup runway planning, budgeting as a standalone discipline, or advanced treasury risk instruments.

Departments and Industries

The course supports organizations that need reliable short- and medium-term visibility over cash availability.



- Treasury, finance, accounting, and financial planning teams
- Credit control, accounts receivable, and accounts payable functions
- Procurement, supply chain, inventory, and capital-project teams
- Manufacturing, retail, services, healthcare, and technology businesses
- Public, private, family-owned, and nonprofit organizations

Learning Objectives

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

- Classify operating, investing, and financing cash movements
- Reconcile direct and indirect cash-flow views
- Build a rolling cash forecast from receipts and payment schedules
- Assess working-capital drivers and liquidity headroom
- Test cash scenarios, sensitivities, and funding requirements
- Measure forecast accuracy and convert variances into cash actions



Course Agenda

Day 1: Cash Flow Context and Drivers

- Cash and Cash Equivalent Classification Guide
- Operating, Investing and Financing Cash Flow Map
- Direct and Indirect Cash Flow Reconciliation
- Cash Driver and Timing Assumption Register
- Historical Cash Pattern Analysis Dashboard

Day 2: Receipts, Payments and Working Capital

- Customer Receipt Timing Schedule
- Supplier and Operating Payment Calendar
- Payroll, Tax and Capital Expenditure Cash Plan
- Cash Conversion Cycle Driver Model
- Working Capital Cash Release Action Matrix

Day 3: Rolling Cash Forecast Construction

- Forecast Horizon and Time-Bucket Design
- Opening Balance and Bank Position Reconciliation
- Rolling Receipts and Disbursements Forecast
- Liquidity Headroom and Funding Requirement Schedule
- Forecast Assumption Ownership and Update Log

Day 4: Scenarios, Accuracy and Cash Actions

- Base, Upside and Downside Scenario Grid
- Cash Sensitivity and Stress Testing Table
- Forecast-to-Actual Variance Bridge
- Forecast Accuracy and Bias Scorecard
- Cash Shortfall and Surplus Action Plan

Day 5: Cash Forecast Practice

- Exercise: Reconcile Cash Sources and Opening Positions
- Exercise: Build Receipt and Payment Timing
- Exercise: Test Working Capital and Scenario Changes
- Exercise: Diagnose Variance and Forecast Bias
- Capstone Exercise: Rolling Cash Forecast and Action Pack



Practical Exercises

The course uses suggested activities that connect transaction timing, assumptions, forecast mechanics, variance evidence, and management action.

- Suggested activity: reconcile bank positions and opening cash balances for a multi-account business
- Suggested activity: convert customer and supplier schedules into a rolling cash forecast
- Suggested activity: test inventory, collection, payment, and capital expenditure sensitivities
- Suggested activity: explain forecast-to-actual variance and propose liquidity actions

FAQs

Who suits cash flow management and forecasting training?

Treasury, finance, accounting, working-capital, and operational staff who prepare, review, or act on cash forecasts suit the training. Participants should be comfortable with basic financial or operational reports.

How does cash flow forecasting differ from budgeting training?

Budgeting sets planned income, costs, and resource allocations, often on an accrual basis. Cash flow forecasting focuses on the timing of actual receipts and payments, opening balances, liquidity headroom, and near-term actions.

What is the difference between direct and indirect cash-flow views?

A direct view forecasts or reports cash receipts and payments by category. An indirect view begins with profit or another accounting measure and adjusts for non-cash items and changes in working capital.

How does a rolling cash forecast improve liquidity decisions?

A rolling cash forecast adds a new period as time advances and refreshes assumptions with current evidence. It gives decision-makers updated visibility over shortfalls, surpluses, funding needs, and action deadlines.

How is cash forecast accuracy measured and improved?

Teams compare forecast and actual cash by period and category, calculate variance and bias, investigate timing and value differences, update assumptions, and assign owners for corrective action.



Conclusion

Participants take back a Rolling Cash Forecast and Action Pack containing classification maps, receipt and payment schedules, working-capital drivers, forecast assumptions, scenario tests, accuracy measures, variance analysis, and cash actions. The pack helps teams produce repeatable forecasts, explain changes, and coordinate liquidity decisions.