Advanced Cash Conversion Cycle Management Training Course

29 March – 2 April 2027
Milan

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Ref: 1155_185310 **Date:** 29 March – 2 April 2027 **Location:** Milan **Fees:** 5700 Euro

Overview

Advanced Cash Conversion Cycle Management Training Course is a one-week course for finance, treasury, control, credit, collections, procurement finance, and operational teams who leave with a Cash Cycle Improvement Pack. Participants connect cash conversion cycle management, working capital diagnostics, DSO analysis, DIO analysis, DPO analysis, receivables collections, inventory policy, supplier terms, cash forecasting, and liquidity scenarios. The course turns separate metrics into coordinated operating decisions. Agile Leaders Training Center develops disciplined cash-cycle management.

Who Should Attend

- Teams responsible for treasury, liquidity, and cash forecasting
- Functions responsible for financial control and working-capital performance
- Teams responsible for customer credit, billing, cash application, and collections
- Functions responsible for inventory planning, purchasing, and supplier terms
- Operational leaders responsible for processes that consume or release cash

The course assumes participants can interpret financial statements and operational data, and it leaves out introductory bookkeeping and jurisdiction-specific tax advice.

Departments and Industries

The course supports departments and industries where receivables, inventory, payables, and operating timing determine liquidity.

- Treasury, finance, controllership, and financial planning
- Credit, collections, procurement, and supply chain
- Manufacturing, retail, distribution, and logistics
- Energy, engineering, construction, and telecommunications
- Healthcare, hospitality, technology, and professional services

Learning Objectives

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

- Analyze the cash conversion cycle and its operating drivers
- Build DSO, DIO, DPO, and working-capital dashboards
- Evaluate customer credit, collections, and cash-application practices
- Diagnose inventory and supplier-term cash constraints
- Apply cash forecasting and scenario analysis to cycle decisions
- Build a governed cash-cycle improvement portfolio

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Course Agenda

Day 1: Cash Cycle Baseline and Drivers

- Cash Conversion Cycle Formula and Driver Tree
- DSO, DIO, and DPO Baseline Dashboard
- Working Capital Balance-Sheet Bridge
- Cash-Cycle Process and Ownership Map
- Industry and Business-Model Benchmark Frame

Day 2: Receivables and Collection Flow

- Customer Credit Policy Decision Matrix
- Receivables Aging and Collection Segmentation
- Billing Accuracy and Dispute Root-Cause Log
- Cash Application and Unapplied-Cash Control
- DSO Improvement Initiative Register

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Day 3: Inventory and Payables Decisions

- Inventory Days and Obsolescence Analysis
- Stock Segmentation and Replenishment Policy
- Supplier-Term and Discount Trade-Off Matrix
- Payment Calendar and Critical-Supplier Map
- DIO and DPO Constraint Analysis

Day 4: Forecasting, Scenarios, and Governance

- Receipts and Disbursements Cash Forecast
- Cash-Cycle Sensitivity and Scenario Model
- Liquidity Gap and Funding Response Map
- Cross-Functional Working Capital Governance
- Cash Release Benefit and Risk Scorecard

Day 5: Cash Cycle Improvement Practice

- Exercise: Diagnose a Cash Conversion Cycle
- Exercise: Redesign Receivables and Collection Flow
- Exercise: Balance Inventory and Supplier Terms
- Exercise: Test Forecast and Liquidity Scenarios
- Capstone Exercise: Cash Cycle Improvement Pack

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Practical Exercises

The course uses suggested activities to convert finance and operating evidence into coordinated cash-cycle decisions.

- Suggested activity: calculate cycle metrics and trace a manufacturing company's cash constraints
- Suggested activity: segment receivables and create collection actions for a business-services portfolio
- Suggested activity: compare inventory reductions, supplier terms, and discount trade-offs for a distributor
- Suggested activity: test cash-cycle initiatives in a receipts and disbursements forecast

FAQs

Who suits advanced cash conversion cycle management training?

Finance, treasury, control, credit, collections, procurement finance, and operational teams suit the training. Participants should already interpret financial statements and operating data.

How does cash conversion cycle management differ from general cash management?

Cash conversion cycle management focuses on receivables, inventory, payables, and operating processes, while general cash management also covers banking, payments, investments, funding, and broader treasury activities.

How is the cash conversion cycle calculated?

The cash conversion cycle combines inventory days and receivables days, then subtracts payables days to show how long operating funds remain tied up before collection.

How can teams improve DSO without damaging customer relationships?

Teams can improve DSO through credit segmentation, accurate billing, rapid dispute resolution, prioritized collections, clear terms, cash-application discipline, and escalation based on customer behavior and risk.

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Why must DPO and inventory decisions be coordinated?

DPO and inventory decisions affect supplier resilience, discounts, availability, service levels, obsolescence, and liquidity, so extending payment or reducing stock without operational analysis can transfer risk rather than release sustainable cash.

Conclusion

Participants take back a Cash Cycle Improvement Pack containing metrics, process maps, aging analysis, policy tools, forecasts, scenarios, governance, and initiatives. The pack changes isolated working-capital measures into an operating improvement system. It supports cash release while preserving customer, supplier, inventory, and liquidity requirements.