

CASH FLOW MANAGEMENT AND FORECASTING



GENTEX[®]
TRAINING CENTER



Introduction

Cash Flow Management and Forecasting Training Course equips finance professionals to predict cash, protect liquidity, and release money trapped inside the business. Participants work through cash flow statement analysis, direct and indirect forecasting, the cash conversion cycle, working capital levers, and short-term funding as one connected discipline. The programme connects forecasting technique with the operational decisions that actually move cash. As a result, learners gain a method that prevents surprises rather than explaining them afterwards. Furthermore, the course strengthens forecasting discipline, treasury judgement, and the controls that keep cash visible.

Cash Flow Management and Forecasting Course Objectives

- Read the cash flow statement and separate operating, investing, and financing flows.
- Build direct and indirect cash flow forecasts with documented assumptions.
- Prepare rolling weekly and thirteen-week cash forecasts.
- Measure and shorten the cash conversion cycle (CCC).
- Apply receivables management: credit policy, ageing analysis, and DSO.
- Optimise payables and payment terms with DPO analysis.
- Manage inventory levels with EOQ, safety stock, and ABC analysis.
- Apply scenario and sensitivity analysis to cash forecasts.
- Plan short-term funding and manage the cash gap.
- Apply liquidity ratios, minimum cash policy, and treasury governance controls.

Course Methodology

- Interactive sessions built on treasury and cash forecasting cases.

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- Workshops on forecast construction, CCC analysis, and working capital levers.
- Group exercises on collection strategy, payment terms, and scenario planning.
- Hands-on practice with rolling forecasts, ageing reports, and CVP-based cash models.
- Simulation of a liquidity squeeze and a funding negotiation.
- Facilitator coaching and peer review on personal cash management plans.

Who Should Take This Course

- Treasury managers, analysts, and cash managers.
- Finance managers and financial controllers.
- Credit controllers and receivables managers.
- Budget and planning analysts.
- Supply chain and inventory professionals.
- Business partners supporting liquidity decisions.

Cash Flow Management and Forecasting Course Outlines

Day 1: Cash Flow Fundamentals and Statement Analysis

- Why profit is not cash and why businesses fail on liquidity.
- The cash flow statement: operating, investing, and financing flows.
- Direct versus indirect presentation and when each is used.
- Reconstructing cash flow from balance sheet movements.
- EBITDA, cash conversion, and earnings quality signals.



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- Liquidity ratios: current, quick, and cash ratios.
- Case discussion: a profitable business that ran out of cash.

Day 2: Building Cash Flow Forecasts

- Building a direct forecast from receipts and payments.
- The indirect method and reconciling profit to cash.
- Forecast horizons: weekly, monthly, and rolling thirteen-week.
- Seasonality, payment cycles, and collection patterns.
- Minimum cash balance policy and liquidity buffers.
- Cash pooling, sweeps, and concentration structures.
- Workshop: building a rolling thirteen-week cash forecast.

Day 3: Working Capital Levers and the Cash Conversion Cycle

- Days Sales Outstanding (DSO) and receivables performance.
- Credit policy design and customer risk assessment.
- Collection strategy, escalation ladders, and dispute handling.
- Days Payable Outstanding (DPO) and payment term optimisation.
- Days Inventory Outstanding (DIO), EOQ, and ABC inventory analysis.
- Computing the cash conversion cycle and setting targets.
- Exercise: releasing cash from the CCC without harming service.

Day 4: Scenario Analysis, Funding, and Risk

- Scenario and sensitivity analysis for uncertain cash flows.
- Stress testing for demand shocks and customer defaults.



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- Short-term funding instruments: overdraft, revolving credit, and commercial paper.
- Matching funding maturity to working capital cycles.
- Covenant management and lender reporting.
- Free cash flow (FCF) analysis and capital allocation.
- Simulation: managing a liquidity squeeze with corrective action.

Day 5: Controls, Reporting, and Treasury Governance

- Treasury KPIs: days cash, CCC, forecast accuracy, and cash conversion.
- Cash dashboards and monitoring routines.
- Controls, segregation of duties, and fraud risk in payments.
- Bank relationship management and treasury policy.
- Reporting cash position and forecast to management and the board.
- Building treasury capability and succession.
- Capstone: presenting a cash flow management and forecasting plan.

Conclusion

By successfully completing Cash Flow Management and Forecasting, participants will gain a practical command of cash forecasting, the cash conversion cycle, working capital levers, and short-term funding. They will acquire skills in liquidity planning, forecast accuracy control, cash control design, and treasury reporting that protect the business from cash surprises. Gentex Training Center designs the programme to help professionals manage cash with foresight and discipline.

FAQs





Q1 What is the "Cash Flow Management and Forecasting" course about?

It equips finance professionals to predict cash, protect liquidity, and release money trapped inside the business. The course spans cash flow fundamentals and statement analysis, building cash flow forecasts, working capital levers and the cash conversion cycle, scenario analysis, funding and risk, and controls, reporting, and treasury governance.

Q2 What are the key benefits of the "Cash Flow Management and Forecasting" course?

You gain a method that prevents surprises rather than explaining them afterwards. The course improves forecast reliability, shortens the cash conversion cycle, sharpens scenario and funding judgement, and gives you treasury controls that keep cash visible and protected.

Q3 What skills will I gain from the "Cash Flow Management and Forecasting" course?

You will develop four core skills: cash flow statement analysis and forecasting, working capital and cash conversion cycle management, scenario analysis and short-term funding decisions, and treasury controls, reporting, and governance.



Q4 What tools, methods, or standards are covered in the "Cash Flow Management and Forecasting" course?

The course covers the cash flow statement with direct and indirect methods, EBITDA and earnings quality signals, liquidity ratios, rolling thirteen-week cash forecasting, seasonality and payment cycle analysis, minimum cash balance policy, cash pooling and sweeps, Days Sales Outstanding (DSO) and ageing analysis, credit policy design and customer risk assessment, collection escalation ladders, Days Payable Outstanding (DPO), Days Inventory Outstanding (DIO), economic order quantity (EOQ), ABC inventory analysis, the cash conversion cycle (CCC), scenario and sensitivity analysis, stress testing, short-term funding instruments, covenant management, free cash flow (FCF) analysis, treasury KPIs and dashboards, segregation of duties and payment fraud controls, and treasury policy design.

Q5 How is the "Cash Flow Management and Forecasting" course applied in real-world practice?

Participants apply it to real work such as building a rolling thirteen-week forecast, shortening a company's cash conversion cycle, stress testing cash under a demand shock, negotiating short-term funding terms, and presenting a cash dashboard to the board. The same methods support covenant reporting and payment controls review.