MERCURY

Strategic Working Capital Management for Business Finance

21 – 25 December 2026
London (UK)

Dubai - UAE: +971 4 450 5697
Istanbul - Türkiye: +90 539 599 1206
Amman - Jordan: +962 79 712 3347

Strategic Working Capital Management for Business Finance

Ref: 121892_1078955 **Date:** 21 – 25 December 2026 **Location:** London (UK) **Fees:** 5800 Euro

Introduction

The Strategic Working Capital Management for Business Finance course develops an understanding of how organizations manage short-term assets, liabilities, liquidity, and operating cash requirements. It examines the financial and operational drivers that determine how efficiently working capital is converted through the business cycle. Participants explore cash flow, receivables, inventory, payables, credit policies, supplier terms, and short-term funding decisions from a strategic finance perspective. The program emphasizes analyzing working capital indicators, cash conversion performance, and the financial trade-offs affecting profitability and liquidity. Participants examine forecasting, scenario analysis, performance measurement, and cross-functional decision-making to strengthen financial resilience. They will evaluate working capital challenges and support financially sound business decisions.

Targeted Groups

This Strategic Working Capital Management for Business Finance training targets professionals seeking knowledge and skills:

- Finance managers managing liquidity, cash flow, and planning.
- Treasury professionals handling cash positions and payment timing.
- Financial controllers monitoring working capital performance.
- FP&A professionals assessing cash requirements, forecasts, and drivers.
- Receivables and payables leaders strengthening collections and payment discipline.
- Supply chain and procurement managers overseeing inventory and supplier cash impact.
- Business managers seeking liquidity, profitability, and control.

Course Objectives

Participants will achieve the following objectives by completing the Strategic Working Capital Management for Business Finance course:

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- Explain working capital concepts, components, drivers, and importance.
- Analyze current assets and liabilities from financial information.
- Evaluate liquidity, efficiency, and funding needs.
- Calculate and interpret the cash conversion cycle and components.
- Assess inventory, receivables, payables, and cash management practices.
- Identify working capital risks, bottlenecks, and inefficiencies.
- Examine credit policies and effects on sales and cash flow.
- Evaluate inventory policies against demand, service levels, and constraints.
- Assess supplier terms and payment strategies while protecting relationships.
- Develop working capital forecasts from operational assumptions.
- Compare performance across periods, units, and benchmarks.
- Interpret key indicators to support finance-led business decisions.
- Evaluate working capital effects on profitability and funding.
- Recommend actions that improve liquidity and operational continuity.

Targeted Competencies

Participants will gain the following competencies during the Strategic Working Capital Management for Business Finance program:

- Analyze working capital accurately.
- Diagnose liquidity and cash constraints.
- Interpret receivables, payables, inventory, and cash.
- Evaluate the cash conversion cycle and drivers.
- Assess credit terms, collection results, and customer risk.
- Examine supplier terms and payment timing.
- Evaluate inventory efficiency and funding implications.
- Build working capital forecasts and scenarios.
- Prioritize improvement opportunities using evidence.
- Link working capital decisions with profitability and risk.

Real-world Case Studies

In this Strategic Working Capital Management for Business Finance training, participants develop skills through the following cases:

- Analyze a manufacturer facing rising inventory and declining cash.
- Examine delayed collections and their effect on funding needs.
- Compare supplier payment strategies during tightening liquidity.
- Review seasonal working capital requirements in a growing distributor.
- Assess cash conversion changes after revised customer credit terms.

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Course Content

Unit 1: Strategic Foundations of Working Capital Management

- Define gross and net working capital.
- Examine the role of current assets and liabilities.
- Identify key working capital components.
- Analyze drivers of working capital requirements.
- Examine liquidity, profitability, risk, and efficiency.
- Assess working capital policies and business continuity.
- Distinguish operating and financing considerations.
- Assess impacts on returns and financial flexibility.

Unit 2: Working Capital Analysis and Cash Conversion

- Explain operating and cash conversion cycles.
- Calculate DIO, DSO, and DPO.
- Interpret cash conversion cycle changes.
- Analyze working capital and liquidity ratios.
- Use trends and benchmarks to identify gaps.
- Link operational drivers to funding needs.
- Interpret turnover and liquidity indicators.
- Identify hidden working capital pressures.

Unit 3: Receivables, Inventory, and Payables Management

- Examine credit policies and collection practices.
- Analyze customer credit risk and aging.
- Evaluate inventory levels, turnover, and obsolescence.
- Assess safety stock and excess inventory.
- Examine supplier terms and payment timing.
- Balance supplier relationships with liquidity goals.
- Review overdue collections and dispute resolution.
- Assess stock rationalization and service levels.

Unit 4: Working Capital Forecasting and Financial Planning

- Develop working capital forecasts from key assumptions.
- Build rolling cash flow forecasts.
- Model seasonal, cyclical, and growth impacts.
- Assess short-term funding gaps.
- Use scenarios to test working capital changes.
- Evaluate sensitivity to financial and operational risks.
- Link forecasts to budgets and business plans.
- Compare alternative short-term funding options.

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Unit 5: Strategic Optimization and Performance Governance

- Establish working capital KPIs and targets.
- Analyze root causes of cash conversion problems.
- Prioritize actions by impact, risk, and feasibility.
- Examine cross-functional working capital governance.
- Evaluate transformation and improvement initiatives.
- Develop recommendations to strengthen cash flow.
- Design reporting for trends and accountability.
- Evaluate financial, operational, customer, and supplier impacts.

Final Insights & Key Takeaways

Strategic working capital management enables organizations to improve liquidity, cash flow, operational efficiency, and profitability while balancing financial and commercial priorities. Effective decisions require continuous analysis of the cash conversion cycle, receivables, inventory, payables, forecasting assumptions, and cross-functional performance.