MERCURY

Professional Cash Flow Management & Forecasting Skills

7 – 11 February 2027
Doha (Qatar)



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Introduction

This Professional Cash Flow Management & Forecasting Skills course provides a practical understanding of cash flow management and forecasting in modern organizations. It explains how cash moves through daily operations, working capital cycles, and treasury decisions. It shows how to read cash flow patterns, identify liquidity pressure early, and support stronger financial control. Participants learn how to use cash flow analysis, cash flow planning, and rolling cash flow forecast methods to improve visibility. The program covers scenario analysis, variance review, and decision-making for short-term and medium-term liquidity needs. It strengthens professional judgment, forecasting discipline, and consistent financial performance.

Targeted Groups

This Professional Cash Flow Management & Forecasting Skills training targets professionals seeking knowledge and skills:

- Finance managers.
- Accountants and senior accountants.
- Treasury staff.
- Budget analysts.
- Financial analysts.
- Cash management officers.
- Working capital teams.
- Business controllers.
- Operations leaders.
- Decision-makers handling liquidity.

Course Objectives

Participants will achieve the following objectives by completing the Professional Cash Flow Management & Forecasting Skills course:

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- Understand cash flow principles and liquidity drivers.
- Interpret cash flow statements and operating cash movements.
- Build short-term and medium-term cash flow forecasts.
- Apply rolling cash flow forecast methods with discipline.
- Evaluate inflows, outflows, and working capital effects.
- Detect forecast gaps, timing issues, and cash pressures.
- Use scenario analysis to test financial assumptions.
- Improve cash flow planning for stronger control.
- Support decisions with clear liquidity insights.
- Strengthen forecasting accuracy and cash visibility.

Targeted Competencies

Participants will gain the following competencies during the Professional Cash Flow Management & Forecasting Skills program:

- Cash flow analysis.
- Cash flow forecasting.
- Liquidity monitoring.
- Working capital review.
- Forecast variance analysis.
- Scenario-based planning.
- Receivables and payables assessment.
- Treasury coordination.
- Cash position tracking.
- Financial interpretation.

Studying Scenarios

In this Professional Cash Flow Management & Forecasting Skills training, participants develop skills through the following scenarios:

- A seasonal business faces a cash shortfall before collections arrive.
- A growing company needs a rolling forecast for weekly decisions.
- Delayed receivables create pressure on operating liquidity.
- Inventory expansion changes working capital and cash timing.

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Course Content

Unit 1: Foundations of Cash Flow Management

- Define cash flow management and its role in financial stability.
- Distinguish between profit, revenue, and actual cash movement.
- Review the cash flow statement and its major sections.
- Identify operating, investing, and financing cash flows.
- Explain why timing matters more than accounting profit in liquidity decisions.
- Connect cash flow planning with daily business control.
- Recognize the link between cash discipline and organizational resilience.
- Understand how finance teams support liquidity across departments.

Unit 2: Cash Flow Forecasting Principles and Methods

- Explain the purpose of cash flow forecasting in business planning.
- Compare short-term and medium-term forecast horizons.
- Build a basic cash inflow and outflow structure.
- Use historical data to support forecast assumptions.
- Review a rolling cash flow forecast and its weekly update cycle.
- Identify recurring items, seasonal patterns, and timing shifts.
- Strengthen assumptions using practical operational inputs.
- Improve forecast reliability through regular review and adjustment.
- Use forecast discipline to support proactive cash decisions.

Unit 3: Liquidity Management and Working Capital Control

- Define liquidity management and its strategic value.
- Examine the cash cycle and its effects on available funds.
- Analyze receivables, payables, and inventory as working capital drivers.
- Identify delays that reduce cash availability.
- Improve collection timing through better cash flow planning.
- Review payment timing without damaging supplier relationships.
- Track bank balances and cash positions with consistency.
- Detect liquidity gaps before they create operational stress.
- Link working capital management to better forecasting outcomes.
- Use weekly review routines to protect cash availability.

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Unit 4: Forecast Accuracy, Variance Review, and Scenario Analysis

- Measure forecast accuracy against actual cash movement.
- Investigate variances caused by timing, behavior, or missing data.
- Separate one-time changes from repeat forecast patterns.
- Review receipts, disbursements, and funding assumptions.
- Test base-case, upside, and downside cash scenarios.
- Evaluate how delayed sales or higher costs affect liquidity.
- Adjust the forecast logic based on observed business trends.
- Improve decision quality through structured variance analysis.
- Build confidence in planning through repeated testing.
- Use scenario analysis to prepare for uncertainty.

Unit 5: Professional Applications, Controls, and Reporting

- Organize cash forecasting responsibilities across finance and operations.
- Set reporting routines for daily, weekly, and monthly visibility.
- Build a clear cash dashboard for leadership review.
- Define approval controls for major cash movements.
- Align treasury management with forecast updates.
- Present cash insights in a concise and decision-ready format.
- Support budget control with stronger cash monitoring.
- Document assumptions to improve forecast transparency.
- Strengthen internal coordination around liquidity priorities.
- Use cash flow analysis to guide future planning and control.

Final Insights & Key Takeaways

Strong cash flow management and cash flow forecasting help organizations protect liquidity, improve planning, and respond quickly to change. Professionals who master rolling cash flow forecast methods, liquidity management, and working capital management gain clearer control over financial performance and decision-making.