BLACKBIRD FOR TRAINING

Cash Forecasting and Liquidity Management

18 – 22 January 2027
Kuala Lumpur (Malaysia)



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Introduction

The Cash Forecasting and Liquidity Management course is designed to strengthen the ability to understand, forecast, monitor, and manage an organization's cash position with greater accuracy and control.

Liquidity is one of the most critical elements of financial stability. It directly affects an organization's ability to meet obligations, fund operations, manage payments, respond to market changes, and avoid unexpected financial pressure. Effective liquidity management is not limited to checking bank balances. It requires a clear understanding of cash inflows, cash outflows, collection cycles, payment schedules, working capital movements, funding needs, and potential liquidity risks.

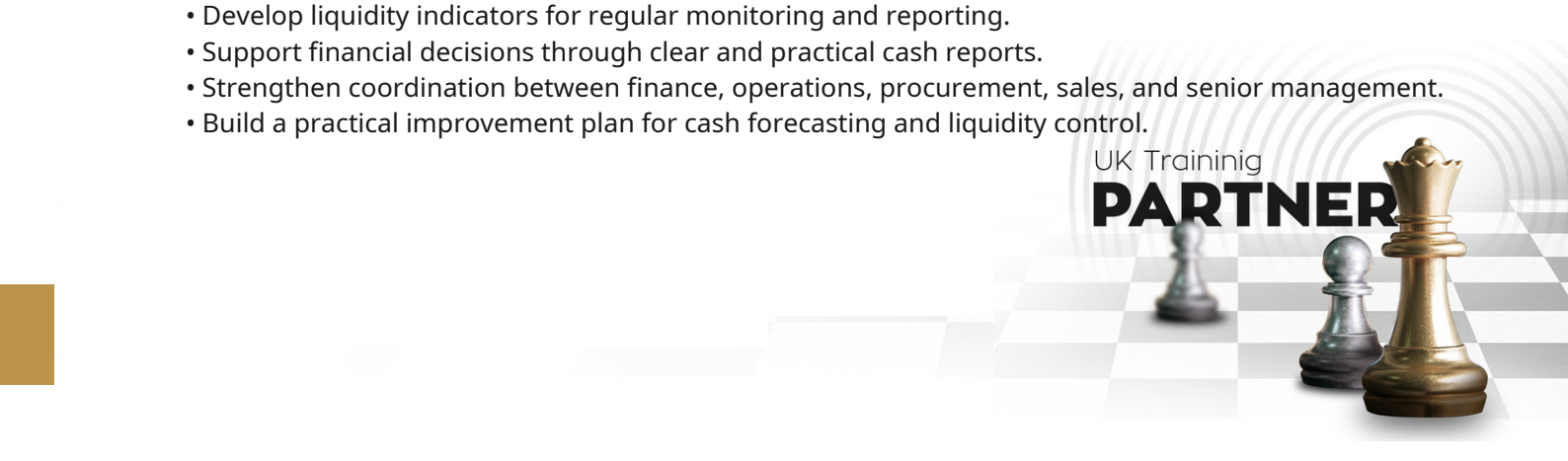
This one-week course provides a practical and structured approach to cash forecasting and liquidity management. It begins with the fundamentals of cash flow and liquidity, then moves into forecasting methods, working capital analysis, liquidity risk management, scenario planning, reporting, and decision support.

The course helps participants build stronger forecasting discipline, improve cash visibility, identify liquidity gaps early, and develop practical tools that support financial planning and operational decision-making.

Course Objectives

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

- Understand the core concepts of cash flow and liquidity management.
- Differentiate between profitability, cash availability, and financial stability.
- Analyze cash inflows and outflows across daily business operations.
- Build short-term and medium-term cash forecasts.
- Identify potential liquidity gaps before they affect operations.
- Assess the impact of collections, payments, inventory, and liabilities on cash flow.
- Use operational and financial data to improve forecasting accuracy.
- Apply scenario analysis to cash forecasting and liquidity planning.
- Prepare response plans for cash shortages and surplus liquidity.
- Improve working capital management and link it to cash flow performance.
- Develop liquidity indicators for regular monitoring and reporting.
- Support financial decisions through clear and practical cash reports.
- Strengthen coordination between finance, operations, procurement, sales, and senior management.
- Build a practical improvement plan for cash forecasting and liquidity control.



Course Outlines

Day 1: Financial Foundations of Cash Flow and Liquidity

- Understanding cash flow and its role in organizational stability.
- Differentiating between cash, profit, revenue, and expenses.
- Identifying the main sources of cash inflows and cash outflows.
- Understanding the relationship between the cash flow statement, balance sheet, and income statement.
- Analyzing the cash cycle from collection to payment.
- Reviewing how daily operations affect available liquidity.
- Identifying why organizations may face liquidity pressure despite accounting profits.
- Understanding the role of the finance function in protecting cash stability.
- Discussing practical cases that show the difference between profit and liquidity.
- Practical exercise on assessing an initial cash position.

Day 2: Building Cash Flow Forecasts

- Understanding the importance of cash forecasting in financial planning.
- Identifying the key data sources required for cash forecasting.
- Preparing weekly, monthly, and quarterly cash forecasts.
- Linking cash forecasts with sales, collections, purchases, payroll, and operating expenses.
- Analyzing due dates and their impact on liquidity.
- Estimating cash inflows based on customer behavior and payment terms.
- Estimating cash outflows based on obligations, contracts, and expense patterns.
- Building a simplified cash forecasting model.
- Reviewing forecast accuracy and updating projections when assumptions change.
- Practical exercise on preparing a cash forecast for a defined operating period.

Day 3: Working Capital Management and Liquidity Improvement

- Understanding the role of working capital in liquidity management.
- Analyzing accounts receivable and their impact on cash flow.
- Improving collection policies and reducing payment delays.
- Analyzing accounts payable and scheduling payments without damaging supplier relationships.
- Assessing the impact of inventory on cash tied up in operations.
- Understanding the connection between the operating cycle and the cash conversion cycle.
- Reviewing key liquidity and working capital indicators.
- Evaluating how payment and collection terms affect the cash position.
- Preparing actions to improve operating cash flow.
- Practical exercise on analyzing the cash conversion cycle and identifying improvement opportunities.



Day 4: Liquidity Risk and Financial Scenario Planning

- Identifying internal and external liquidity risks.
- Analyzing the causes of sudden cash gaps.
- Assessing the impact of delayed collections, increased expenses, and market changes.
- Building multiple cash flow scenarios.
- Preparing response plans for liquidity shortages.
- Setting payment priorities during cash pressure.
- Managing surplus liquidity in line with financial objectives.
- Understanding the relationship between liquidity and short-term financing.
- Preparing early warning reports for liquidity risk.
- Practical exercise on analyzing a cash shortage scenario and developing a response plan.

Day 5: Cash Reporting and Liquidity Management Plan

- Preparing periodic cash flow and liquidity reports.
- Defining liquidity indicators that are relevant to the organization.
- Building a dashboard for inflows, outflows, cash gaps, and surplus cash.
- Linking liquidity reports with operational and financial decisions.
- Improving financial communication with senior management and decision-makers.
- Supporting short-term financing and investment decisions through cash analysis.
- Establishing a regular review process for cash forecasts.
- Translating cash analysis into clear and practical recommendations.
- Final application on preparing an integrated cash forecasting and liquidity management plan.
- Presenting the final action plan and discussing monitoring and improvement indicators.

Why Attend this Course: Wins & Losses!

- Improve the ability to understand the organization’s real cash position.
- Build more accurate and realistic cash forecasts.
- Reduce unexpected liquidity shortages.
- Support decisions related to payments, collections, financing, and short-term investment.
- Improve working capital management.
- Strengthen coordination between finance and operational departments.
- Identify cash gaps before they become critical issues.
- Prepare clear reports that support management decision-making.
- Improve control over cash inflows and outflows.
- Develop response plans for liquidity pressure or surplus cash.
- Strengthen short-term and medium-term financial planning.
- Build a practical cash monitoring system that can be applied in the organization.



Conclusion

The Cash Forecasting and Liquidity Management course provides a practical framework for understanding cash movement, preparing accurate forecasts, and making informed decisions that protect and improve liquidity.

The program begins with the foundations of cash flow, liquidity, and the difference between profit and cash availability. It then moves into cash forecasting based on operational data, collections, payment schedules, and financial commitments.

The course also addresses working capital management, the cash conversion cycle, liquidity risk, scenario planning, and response strategies for both cash shortages and surplus liquidity. The final day connects all components through cash reporting, liquidity dashboards, management communication, and the preparation of an integrated liquidity management plan.

By the end of the course, participants will be better prepared to forecast cash flows, monitor liquidity, identify risks, improve working capital performance, and build practical reporting tools that support financial stability and stronger organizational decision-making.

