

Every month, forty people stopped work for two days to count money we already had

2 days

lost to the month-end close, twelve times a year

Reconciling forty bank accounts by hand, while sales, ops and auditors waited for the numbers.

02

WHAT OUR CDO TOLD US IN 2023

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I don't need faster numbers. I need numbers I don't have to argue about.

Head of Operations
Tailspin Logistics

03

JOURNEY

The real problem was not speed but forty sources of truth

Every subsidiary kept its own bank feed, its own spreadsheet and its own way of booking fees. Errors surfaced only after the books closed, so the close was really a hunt for mistakes. Faster tools would only have made us find the same mistakes sooner.

Fifty iterations of truth, one of them always wrong

04

JOURNEY

Eighteen months, four decisions, one close that runs itself

Mar 2024
One bank feed
All bank accounts into one ledger

Aug 2024
Rules, not people
Matching rules replace manual fixes

Jan 2025
Auditor access
Same fees, no extra requests

Jan 2025
Daily close
Exceptions reviewed every morning

Sep 2025
Morning close
Books first before noon on day one

05

The close got fast the day we stopped treating it as an event

Once exceptions were cleared every morning, month-end was just another morning.

06

WHAT CHANGED

The close now ends before noon, and nobody waits for the numbers

4h
Month-end close
▼ from 2 days
Final before noon on day one

0
Audit follow-up requests
▼ from 37
Auditors read the same files

9
People involved
▼ from 40
The rest went back to their jobs

07

REASON

Three lessons travel to any team that closes the books

Fix the sources, not the spend
One feed and one ledger removed most errors before anyone looked for them.

Make exceptions daily
A small daily queue beats a monthly mountain, the close becomes a non-event.

Share the same files
When auditors and managers read one version, arguments about numbers disappear.

08

REASON

Teams that reconcile daily close their books three times faster

Median days to close, by reconciliation frequency

Frequency	Median days to close
Daily	1.8
Weekly	2.4
Monthly	6.1

Frequency beats effort

- Across 120 peer teams, daily reconciling required more than headcount

09