



# Close Process Coordination + Optimization Case Study

## Background

Our client acquired 11 business units over a 24 month period. These business units operate on 7 different general ledger systems. The accounting and finance workforce responsible for these business units was actively being consolidated with evolving duties and responsibilities.

## Objectives

- + Prepare a global close calendar across all business units
- + Measure the balance by tasks by employee and day to identify burdens, roadblocks and improvement opportunities
- + Design pre-close process to relieve burdens and accelerate timelines
- + Proctor the close process to enhance review process and coordination with finance functions

## Solutions

- + Interviewed 15 accounting and 3 finance employees to document close process duties
- + Accumulated close process tasks identifying 225 close process tasks.
- + Reviewed and monitored general ledger transactions for undocumented close tasks
- + Proctored 2 monthly closes processes
- + Evaluated tasks by employee, functional process, and timeline to identify close cycle improvements of accuracy, timeliness and control
- + Trained leaders to manage close cycle process to maintain improvements.

**Construction**  
INDUSTRY

**500**  
EMPLOYEES

**\$250M**  
ANNUAL  
REVENUE

**Our team enhanced accuracy through  
improved review oversight of  
controllers + finance functions +  
reduced close cycle burdens**

