

PERIOD CLOSE ANALYSIS

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PROBLEM

Close Timeline Unpredictability

Month-end close duration changes every cycle, making reporting deadlines unreliable and difficult to plan around.

Hidden Operational Bottlenecks

Organizations cannot easily identify which activities delay closing because delays occur across multiple dependent tasks.

Cross-Department Dependency Delays

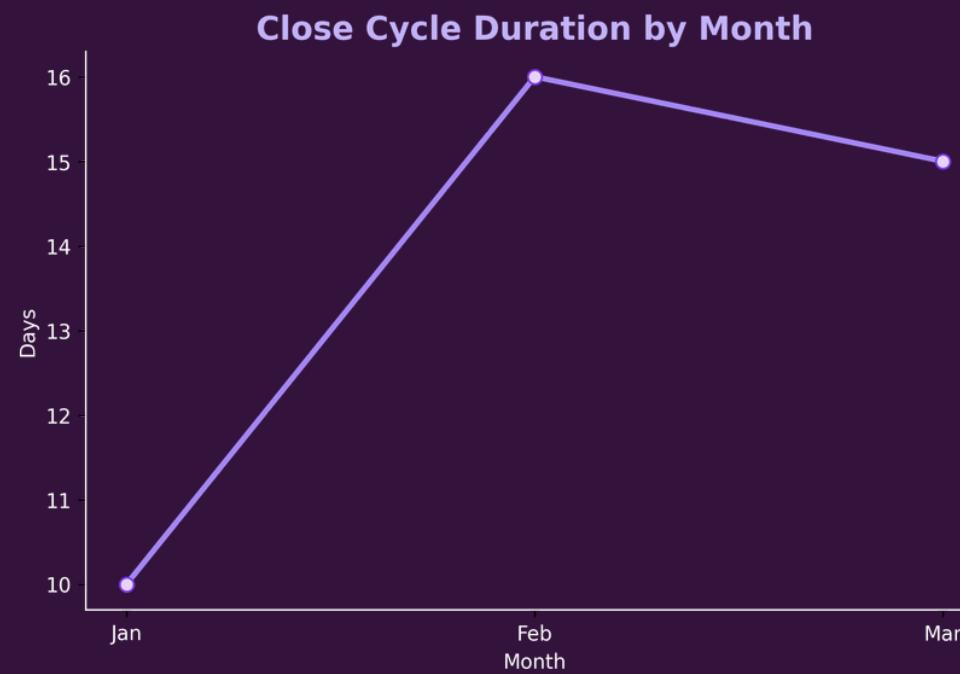
Finance reporting depends on payroll, treasury, and operational inputs arriving at different times, creating idle waiting periods.

Manual Reconciliation Effort

Reconciliations and adjustments require manual effort, increasing variability and extending the final reporting stage.

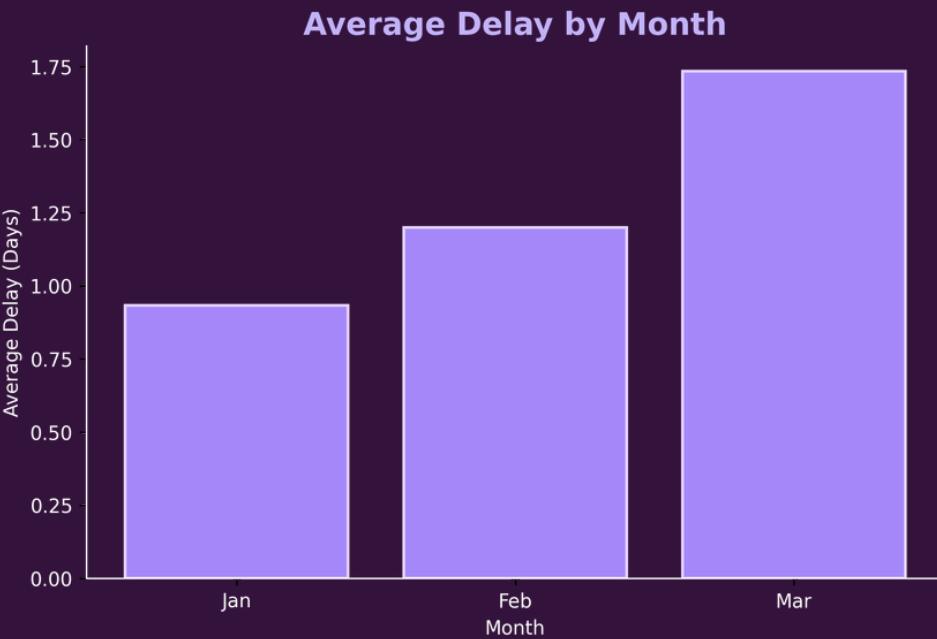
PERFORMANCE

Close Cycle Trend



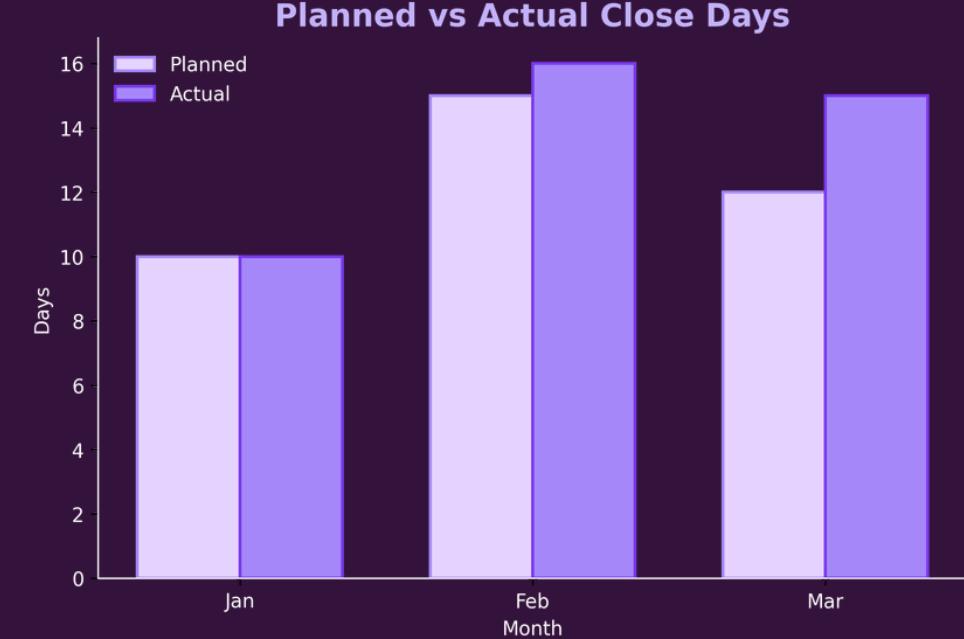
- The close duration varies across months, indicating an unstable reporting timeline.
- This suggests the process depends on operational readiness rather than a fixed schedule.

Average Delay by Month



- Delays gradually increase over the observed periods, showing accumulating inefficiencies.
- The workflow is becoming slower due to unresolved upstream bottlenecks.

Planned vs Actual Close



- Actual close dates consistently exceed planned targets, highlighting operational slippage.
- The gap confirms that dependencies prevent the finance team from closing on schedule.

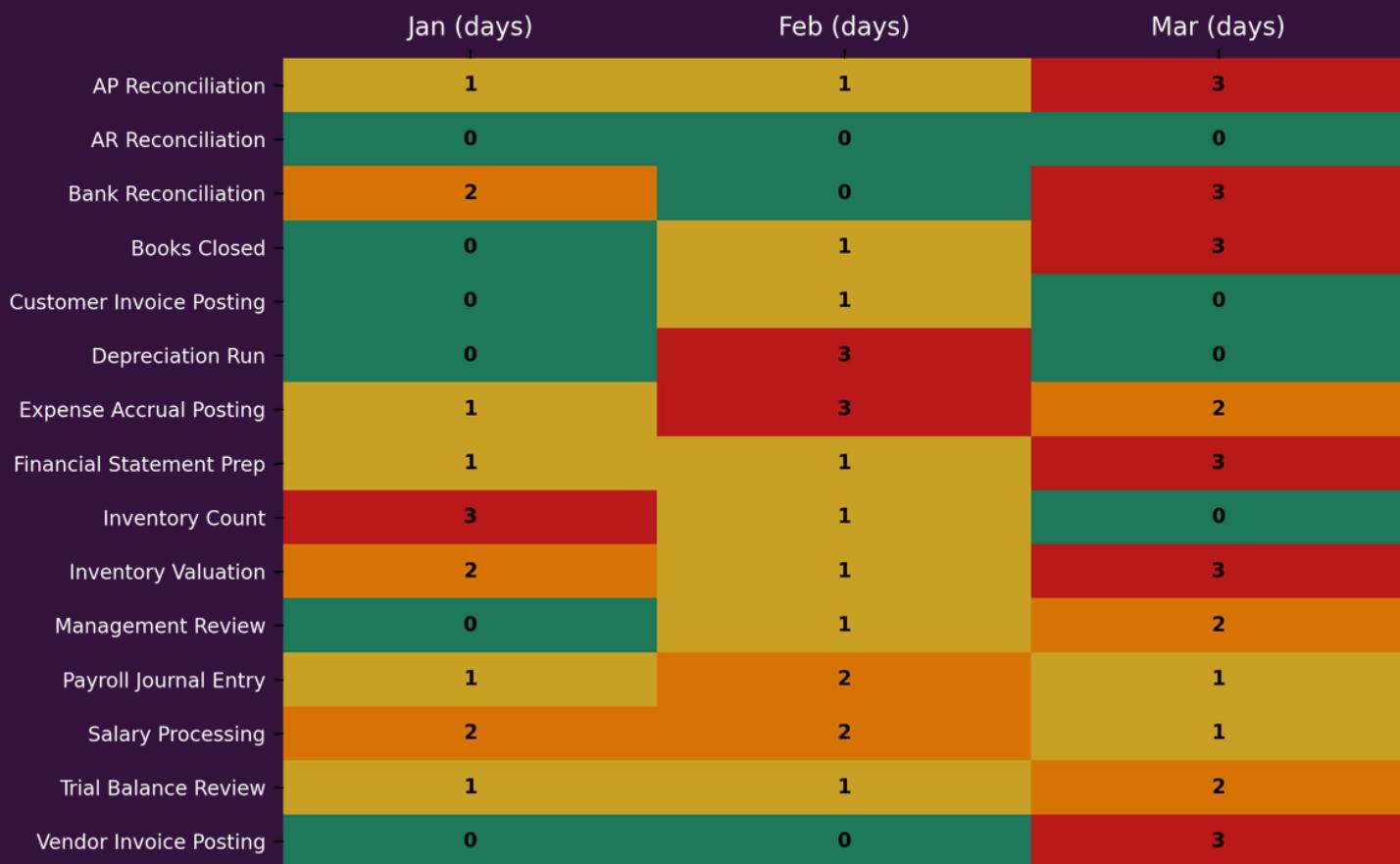
BOTTLENECK IDENTIFICATION

Average Delay by Task

	Jan (days)	Feb (days)	Mar (days)	Avg (days)
Expense Accrual Posting	1.0	3.0	2.0	2.0
Inventory Valuation	2.0	1.0	3.0	2.0
AP Reconciliation	1.0	1.0	3.0	1.67
Bank Reconciliation	2.0	0.0	3.0	1.67
Financial Statement Prep	1.0	1.0	3.0	1.67

- Accrual posting and inventory valuation consistently show the highest average delay across months.
- These tasks occur before reporting, indicating delays originate in data preparation rather than final reporting.
- Reconciliation-related activities also show recurring delays, highlighting manual matching dependency.
- Because downstream reporting depends on these inputs, even small delays propagate to the close date.

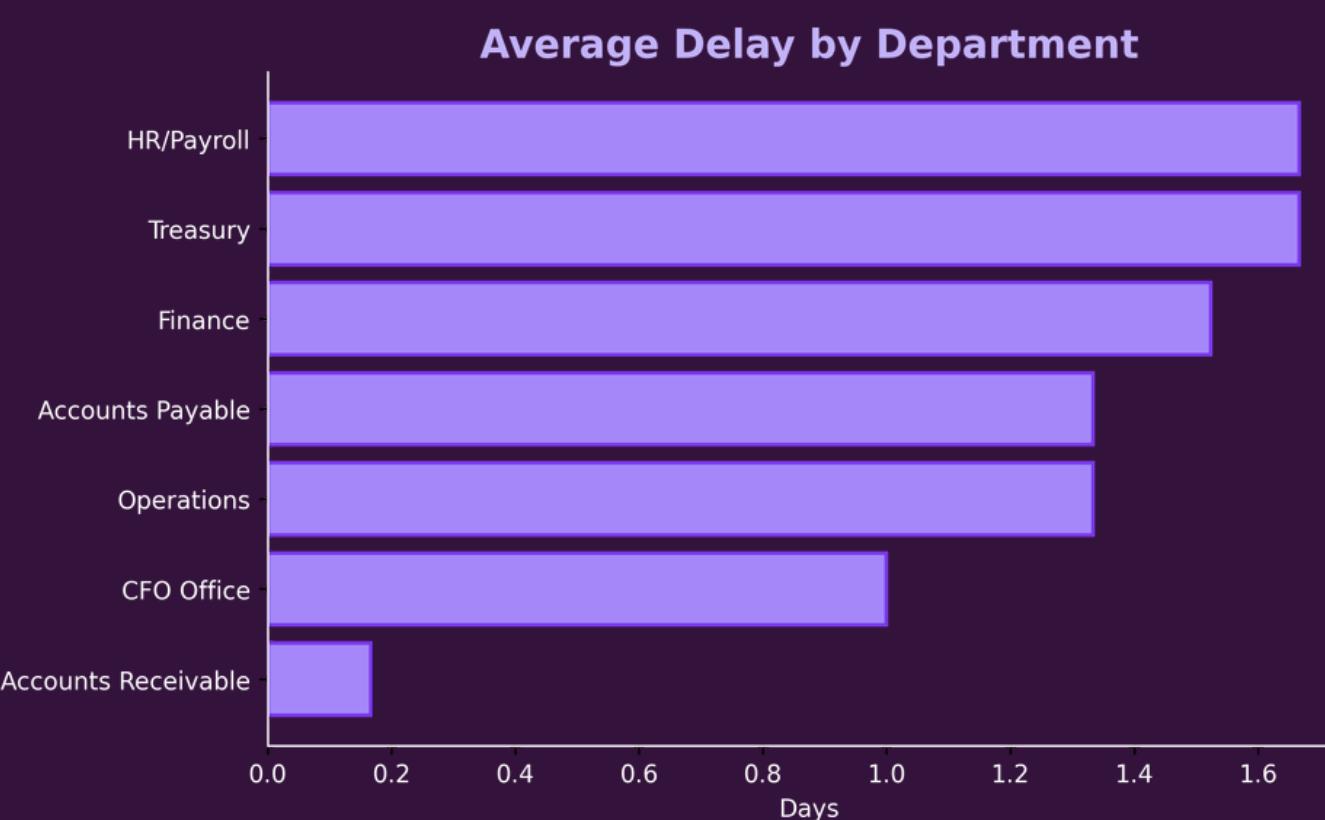
Heatmap



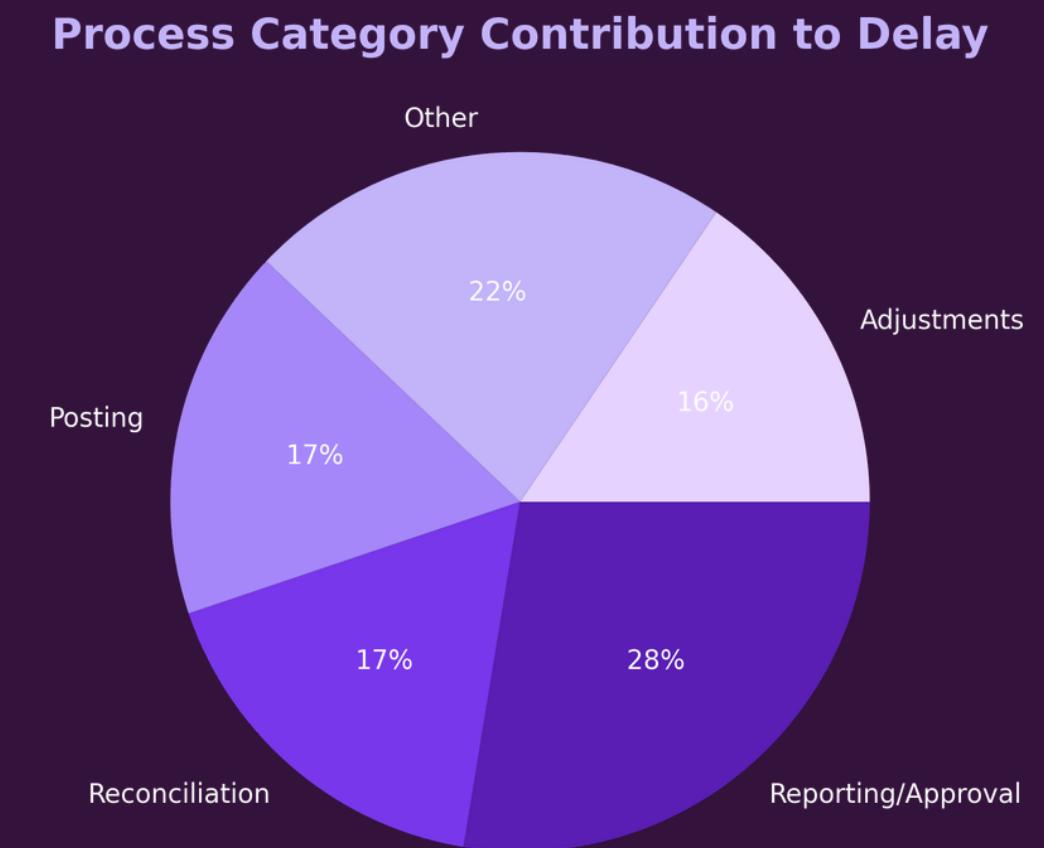
- Recurring red zones confirm delays are structural, not random.
- Bottlenecks repeat across months, indicating a process design issue rather than occasional errors

RESPONSIBILITY (WHO CAUSES DELAY?)

Average Delay by Department



Process Category Contribution

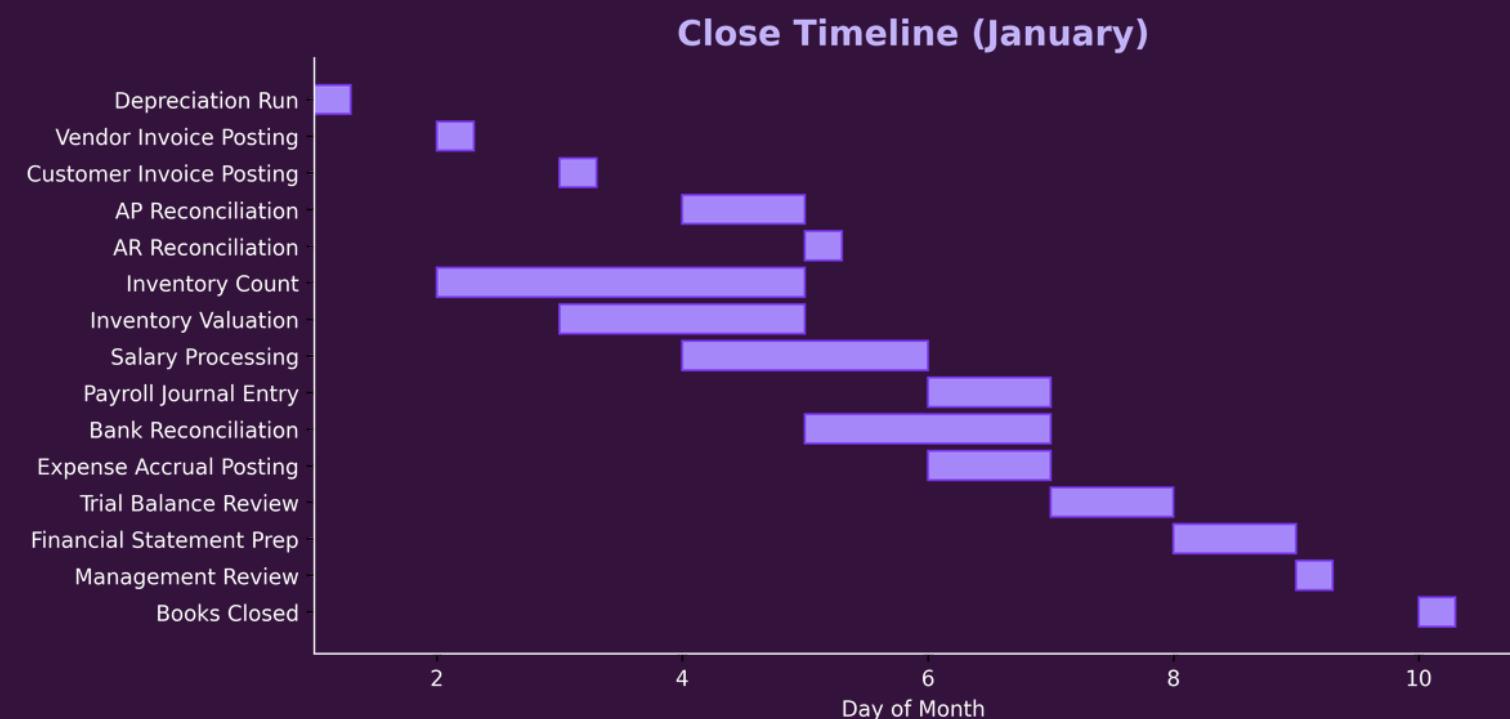


- The highest delays originate from payroll and treasury inputs rather than customer accounting processes.
- Finance reporting is delayed because upstream internal data arrives late.

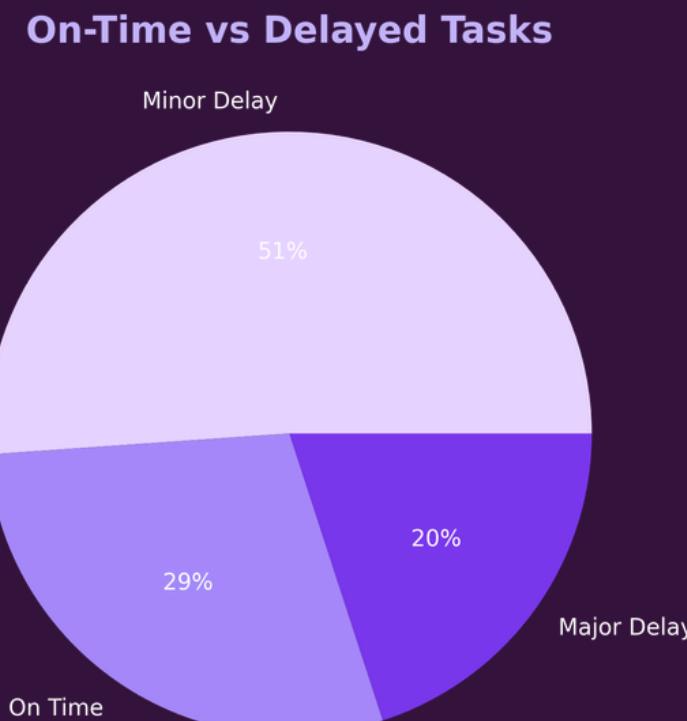
- Reconciliation and adjustment activities contribute the majority of total delay.
- Reporting delays are a consequence of preparation tasks, not the reporting process itself.

PROCESS BEHAVIOR (HOW WORKFLOW BEHAVES)

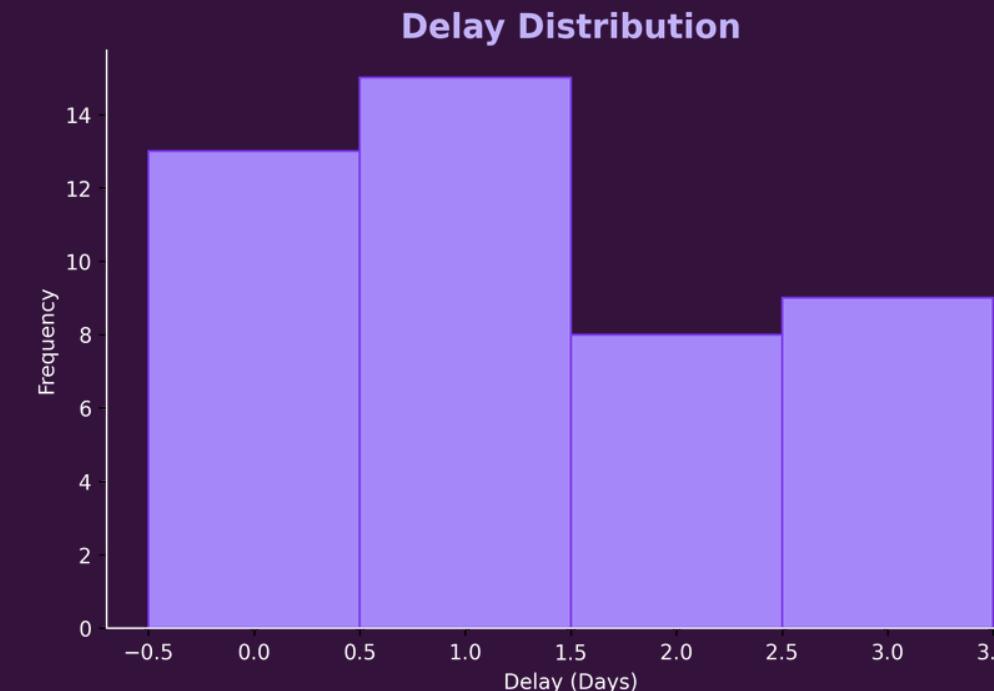
Gantt Timeline



On-Time vs Delayed



Delay Distribution



- Activities cluster toward the end of the month, indicating sequential dependency rather than parallel work.
- Reporting waits for upstream inputs, creating idle time instead of processing time.

- The majority of activities experience some delay, reducing schedule predictability.
- Minor delays accumulate across tasks to create significant final close slippage.

- Most delays are small but frequent, showing recurring operational friction.
- A few larger delays push the final close date beyond target timelines.

ROOT CAUSE ANALYSIS

Sequential Dependency Workflow

Each activity starts only after the previous one finishes, preventing parallel processing.

Manual Reconciliation Checks

Matching and adjustments require human validation, increasing variability in completion time.

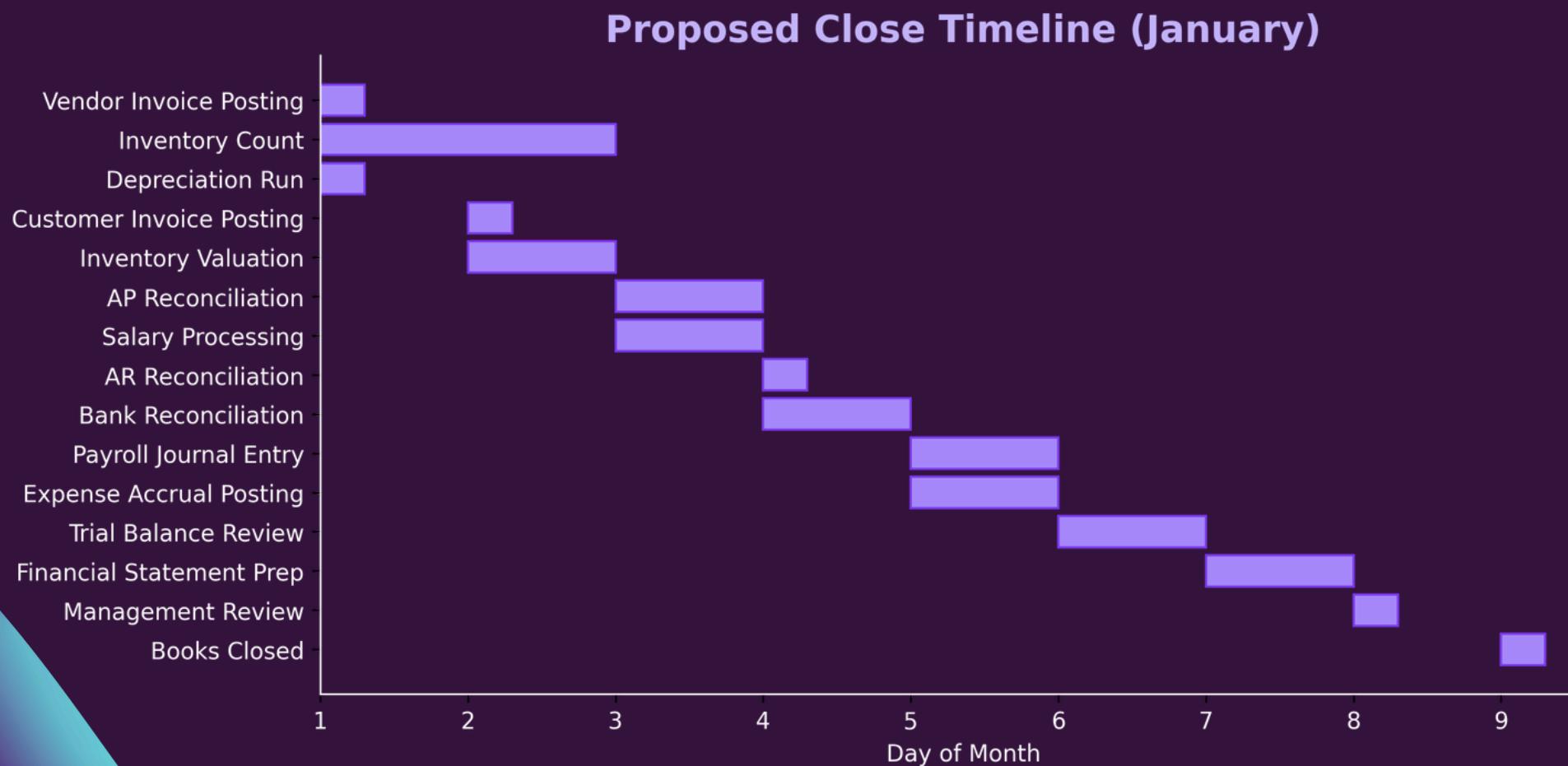
Upstream Data Arrival Variability

Payroll, treasury, and operations provide inputs at inconsistent times.

Lack of Cutoff Discipline

Late transactions continue to enter during closing period, resetting progress.

RECOMMENDED SOLUTION



How I predict Gantt Timeline would look if these solutions were implemented

Process Fixes

- Parallel close structure
- Early cutoff deadlines
- Standardized close calendar

Automation

- Automated reconciliations
- Scheduled journal entries
- Validation rules

Coordination

- Department submission SLAs
- Daily close tracker dashboard
- Escalation triggers

IMPACT ON BUSINESS

- Reporting delays reduce decision-making speed
- Forecast accuracy decreases due to late adjustments
- Teams spend time waiting instead of processing
- Month-end workload spikes increase burnout risk

THANK YOU