Month-End Close Playbook

Industry average close: 6.4 days. Best-in-class: 3 days. The gap is process — not people. This playbook maps every task, owner, and deadline to help you close in 3 business days.

	DATA & TRANSACTIONS	REVIEW & RECONCILIATION	REPORTING & DELIVERY
Day 1 (Month+1)	**Freeze prior-month transactions** Lock the books. No backdating after cutoff. Communicate cutoff policy to all departments. **OWNER: CFO / CONTROLLER**	**Pull bank & credit card statements** Download all bank feeds. Match opening balances. Flag any missing feeds. **OWNER: BOOKKEEPER**	**Run AP ageing report** Identify any unposted vendor bills. Confirm all payables are coded correctly. **OWNER: AP TEAM**
Day 2	**Post all accruals & prepayments** Recurring entries, depreciation, amortisation. Payroll accrual if not auto-posted. **OWNER: SENIOR ACCOUNTANT**	**Bank & credit card reconciliation** All accounts reconciled to zero unmatched items. Escalate exceptions immediately. **OWNER: BOOKKEEPER**	**Inter-company reconciliation** Clear all inter-entity transactions. Confirm eliminations are complete. **OWNER: SENIOR ACCOUNTANT**
Day 3 (Delivery)	**Trial balance review** Review TB for unusual movements, large variances, sign errors. Sign off by reviewer. **OWNER: SENIOR REVIEWER**	**Flux analysis — P&L vs prior month** Variance commentary on all lines >5% or >$5K. Narrative for management. **OWNER: FINANCIAL ANALYST**	**Deliver P&L, BS & Cash Flow** Final pack delivered with executive summary. Book live review call with client. **OWNER: CLIENT LEAD**

3	**6.4**	**40%**
Days to close — best-in-class benchmark	Days — current industry average	Of close delays from missing documentation