

Close Rebuild Case Study

Sanitized case study: turning fragmented reporting into a usable close rhythm.

Context: this is the kind of close/reporting mess I expect in a startup that grew faster than its finance process.

What The Work Was About

- The problem was not 'make accounting prettier.' The problem was that leadership needed numbers they could act on while the company was still changing underneath us.
- That meant cash, close, vendor spend, treasury, revenue/deferred revenue, inventory/COGS, payroll, and dashboards had to start agreeing with each other.

What I Changed

- Separated recurring close from old cleanup.
- Moved unresolved issues into visible review status instead of letting them hide in spreadsheets.
- Connected accounting outputs to weekly cash/runway and management reporting.

Proof Boundary

- Public: workflow, controls, logic, and operating pattern.
- Private: raw workpapers, close files, source exports, accounting records, and reviewer notes.

Public version: methodology and judgment only. I can walk through examples live; raw company files stay private.