



Can you trace the numbers behind your finance decisions?

A useful finance decision depends on more than the final report. It depends on the structure behind the number.

Most finance teams can produce the number. The harder question is whether the route behind that number is easy to follow when leadership asks where it came from, what changed, who approved it, and how it connects to the latest budget, forecast, or reporting cycle.

That route usually passes through several layers:

1. Source data

The starting point may sit in an ERP, Business Central, SQL, Excel, operational systems, entity-level files, or several sources at once.

2. Mapping and finance logic

The data then needs to be shaped around the way finance reports, including account structures, entities, departments, cost centres, FX, intercompany adjustments, drivers, and planning assumptions.

3. Controlled inputs

Budget owners, department leads, programme managers, entities, or operational teams may contribute figures, comments, and assumptions that need to be collected in a consistent structure.

4. Workflow and approvals

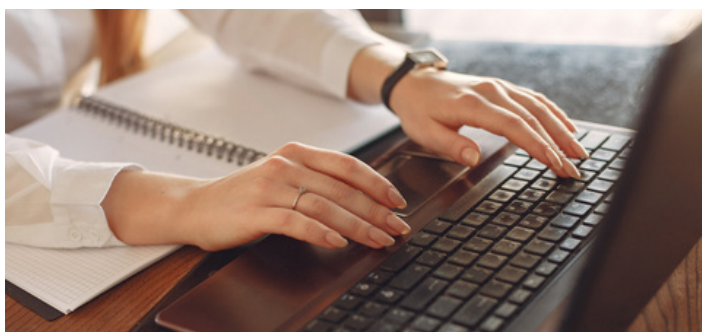
Finance needs to know which inputs are complete, which changes were made, who approved them, and which version is now being used.

5. Reporting and planning outputs

The final number may appear in a board report, management account, consolidated view, forecast, scenario, funder submission, or planning model.

6. Analysis and decision support

Once the structure is traceable, finance can spend more time reviewing the number, explaining the movement, testing scenarios, and supporting the management conversation around it.



Choose one important number from your next report, budget, or forecast, then ask:

- Where did this number start?
- What happened to it before it reached the final output?
- Which assumptions, adjustments, or approvals sit behind it?
- Can the team follow the route without relying on one person's memory?
- Could the same process be repeated next month, next quarter, or next forecast cycle with less manual reconstruction?

A simple test for your next finance cycle



If the answer is difficult to find, the issue may sit in the structure behind the finance process.

Solver helps finance teams bring reporting, consolidation, budgeting, forecasting, and planning into a structured environment where source data, inputs, workflow, logic, outputs, and analysis can work together more consistently.

Speak to Solver Ireland about what a more structured reporting or planning process could look like for your team.