

SOLVING REAL BUSINESS PROBLEMS WITH STRUCTURED THINKING

HOW WE WORK

- Understand the problem at its core
- Analyze systems, data, and processes
- Identify risks and inefficiencies
- Deliver structured, practical solutions

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Forensic Audit Investigation for a Multi-Location Logistics Company



INTRODUCTION

A logistics and warehousing company operating across multiple regions approached us in 2025 after noticing irregularities in freight billing, fuel expenses, and warehouse stock movement. While daily operations appeared normal, financial data did not align with operational records, raising concerns of internal manipulation. They needed a forensic audit to identify discrepancies, quantify potential losses, and strengthen internal controls. That's when they partnered with our team.

DISCUSSION

The company managed daily dispatches, third-party transporters, warehousing, client billing, fuel usage, and delivery tracking. Operational data came from GPS logs, delivery challans, loading sheets, and warehouse reports, while accounting entries were recorded separately by regional teams. This disconnect created gaps. Fuel expenses didn't match distance travelled, transporter payouts showed

Unexplained variations, delivery records reflected missing shipments, and warehouse stock adjustments lacked proper support. With high volumes across regions and largely manual processes, management needed a forensic investigation to trace money, goods, and data end-to-end.

REQUIREMENTS

The company needed clarity on:

- Unexplained variations in transporter payments, including inflated freight bills, duplicate invoices, and unapproved rate changes.
- Missing or manipulated delivery documentation, such as altered PODs, incomplete challans, or fake delivery confirmations.
- Fuel consumption irregularities, where diesel usage did not match GPS-tracked routes or vehicle movement.
- Warehouse stock discrepancies, including unsupported adjustments, missing items, and potential pilferage.
- Incorrect client billing due to mismatched dispatch records, underreported shipments, or unauthorized discounts.

SOLUTION

We conducted a structured forensic audit tailored for logistics operations.

1. Transporter Bill Verification & Fraud Detection

Freight invoices were verified against GPS data, route plans, LR numbers, GRNs, and rate agreements to identify inflated bills, duplicates, and unauthorized rate changes.

2. Delivery Documentation & POD Review

Dispatch records, challans, PODs, and client confirmations were matched to detect fake deliveries, altered documents, and missing shipments.

3. Fuel Consumption & Route Analysis

Diesel slips were compared with GPS logs, vehicle routes, and delivery schedules to identify pilferage, inflated claims, and unauthorized vehicle usage.

4. Warehouse Stock Movement Audit

Stock inward and outward records, physical counts, and adjustment entries were reviewed to detect theft, unsupported write-offs, and manipulation.

5. Payroll & Labour Cost Verification

Attendance records, biometric data, and contractor invoices were checked to identify ghost workers, inflated overtime, and manipulated labour payouts.

CONCLUSION

We uncovered financial irregularities, identified control weaknesses, and delivered clear forensic findings backed by evidence. Our approach strengthened internal controls, reduced financial leakage, and introduced preventive mechanisms. With ongoing support and transparent reporting, management now has confidence in the integrity of their operational and financial systems.

Financial System Fix for a Fast-Growing Technology Company



INTRODUCTION

A rapidly scaling technology company offering SaaS products and digital services reached out to us in 2023. Their user base was growing, subscriptions were increasing, and new services were being introduced, but the bookkeeping system couldn't keep up with recurring billing, multi-currency payments, vendor subscriptions, and project-based expenses. They needed structured records, corrected inconsistencies, and a reliable monthly reporting process. That's when they partnered with our team.

DISCUSSION

The business operated multiple revenue streams including SaaS subscriptions, one-time service projects, API usage billing, and platform-based payments. Financial data flowed in from Stripe, Razorpay, international clients, cloud providers, contractors, and internal teams through dashboards, emails, and partial accounting entries. Recurring invoices were posted late, revenue recognition lacked consistency, and multi-currency transactions caused frequent reconciliation issues. Vendor subscriptions such as AWS, Google Cloud, and SaaS tools were recorded irregularly, making cost analysis difficult. With rapid scaling and international billing, the company needed a structured bookkeeping framework for accurate tracking and clean month-end closes.

REQUIREMENTS

The client needed:

- Accurate tracking of recurring revenue, as subscription renewals, upgrades, downgrades, and cancellations were not consistently recorded.
- Clean multi-currency reconciliation, since Stripe, PayPal, and international wire transfers didn't match invoice amounts due to fees and exchange differences.
- Proper revenue recognition, especially for annual contracts, prepaid subscriptions, and deferred income.
- Consolidated tracking of SaaS vendor expenses, including AWS, Google Cloud, third-party tools, and software licenses.
- Project-wise expense and revenue clarity, as multiple teams worked across services and development projects.

SOLUTION

1. We implemented a structured bookkeeping system suited for technology and SaaS operations.

2. Recurring Revenue Tracking & Subscription Mapping

We created a system to record renewals, upgrades, cancellations, promotional credits, and churn accurately across all platforms.

3. Multi-Currency & Payment Gateway Reconciliation

Stripe, PayPal, Razorpay, and international transfers were reconciled against invoices, ensuring fee deductions and exchange differences were captured correctly.

4. Revenue Recognition Framework

Monthly and annual subscriptions were split into earned and deferred revenue, ensuring compliance and accurate profitability reporting.

5. SaaS Vendor Expense Mapping

Cloud hosting, analytics tools, CRM systems, and other subscriptions were categorized correctly to maintain clear cost visibility.

6. Project-Wise Cost & Revenue Allocation

Development, support, and client projects were tracked separately to reflect true project performance.

7. Contractor & Freelancer Cost Tracking

Payouts were matched with work logs and agreements to maintain accuracy and avoid overpayments.

8. Ongoing Bookkeeping & Monthly Review

Daily posting, weekly reconciliations, and monthly reporting ensured accurate records and clear management visibility.

CONCLUSION

We transformed the client's bookkeeping by delivering accurate records, structured processes, and clear financial visibility. The new system improved consistency, strengthened reconciliation accuracy, and supported timely month-end reporting. With ongoing support, the client continues to rely on a stable, efficient, and compliant bookkeeping framework.

Financial System Fix for a Multi-Project Construction Company



INTRODUCTION

A mid-sized construction company managing residential and commercial projects approached us in 2025. Their revenue was growing, but the bookkeeping system couldn't keep up with project-wise expenses, subcontractor bills, material purchases, and milestone-based billing. They needed clean books, accurate costing, and a stable accounting structure across multiple sites. That's when they partnered with our team.

DISCUSSION

The company operated several ongoing projects with daily material purchases, subcontractor payments, labour expenses, site consumption, and milestone billing. Financial data arrived from site engineers, contractors, emails, WhatsApp, and partial ERP entries, making accounting inconsistent. Material invoices were recorded late, subcontractor bills lacked verification, and project profitability was unclear. Delayed reconciliations caused mismatches, overstated costs, and unreliable WIP. With high transaction volume and constant movement across sites, they needed a structured system for accurate project-wise visibility.

REQUIREMENTS

The client needed:

- Project expenses and material costs were recorded under shared accounts, making true project-wise profitability unclear. In addition, unreliable WIP (Work-in-Progress) tracking led to incomplete or incorrect cost and revenue recognition, resulting in distorted financial performance across projects.
- Proper tracking of material purchases and consumption, because invoices were recorded late and site-wise usage was not matched with supplier bills.
- Verification of subcontractor bills and labour charges, since many invoices arrived without measurement sheets or supporting documents.
- Milestone billing and receipt tracking, as part-payments from clients didn't match issued invoices, causing repeated reconciliation issues.
- Accurate allocation of overheads, such as machinery cost, fuel, site rent, transport, and indirect labour, which were mixed across projects.

SOLUTION

We implemented a structured bookkeeping and cost-tracking system tailored for construction operations.

1. Project-Wise Accounting Framework

We created separate ledgers for each project, capturing all expenses, material consumption, labour charges, subcontractor payments, billing, and collections—enabling accurate profitability tracking.

2. Material Purchase & Consumption Control

Material invoices were recorded promptly and mapped to the correct project. Consumption sheets were matched with supplier bills for accurate stock and cost reporting.

3. Subcontractor & Labour Expense Verification

Measurement sheets, work orders, and site reports were matched with invoices before posting to ensure accurate payments and prevent inflated billing.

4. Work-in-Progress (WIP) & Cost Recognition Accuracy

We implemented a structured WIP tracking framework that recorded completed work, pending work, and accurate cost allocation for each project. This ensured revenue and expenses were recognized correctly, preventing overstated or understated project results and restoring true profitability reporting.

5. Overhead Allocation System

Machinery cost, fuel, site rent, transport, admin overheads, and indirect labour were allocated correctly to each project to show true profitability.

6. Retention Money & Security Deposit Tracking

All retention amounts deducted by clients or paid to subcontractors were recorded properly and tracked until release.

CONCLUSION

We transformed the client's bookkeeping by delivering accurate project-wise records, structured processes, and clear financial visibility. Our approach improved consistency, strengthened cost reporting, and enabled timely month-end results. With continued support, the client now relies on a stable, efficient, and compliant bookkeeping system.

Financial System Fix for a Growing Healthcare Service Provider

HEALTHCARE ACCOUNTING

Improve Financial Operations



INTRODUCTION

A multi-specialty healthcare provider reached out to us in 2024 after facing repeated delays in claim posting, doctor commission calculations, and monthly reconciliations. With heavy patient inflow, multiple departments, and strict compliance requirements, their bookkeeping setup could no longer maintain accuracy. They needed a structured financial system and clear service-wise reporting. That's when they partnered with our team.

DISCUSSION

The provider handled daily patient consultations, diagnostics, pharmacy sales, insurance billing, and doctor revenue sharing. Financial data was spread across hospital software, Excel sheets, and manual registers. Insurance claims were posted late, payouts didn't match receivables, and vendor invoices came in batches without proper tracking.

Doctor commissions were calculated manually, causing delays and mismatches. With high patient flow and multiple service lines, management struggled to see accurate revenue, expenses, and cash flow. They needed a structured bookkeeping system to support accurate billing, timely reconciliations, and service-wise profitability.

REQUIREMENTS

The client needed:

- Accurate reconciliation between patient billing, insurance claims, and actual receipts, as claim amounts and payouts frequently didn't match.
- Timely and complete claim posting, since late entries caused delays in receivables and reconciliation issues.
- Proper tracking of doctor payouts and revenue sharing, since manual calculations resulted in inconsistent and delayed payments.
- Clear segregation of revenue sources - OPD, diagnostics, pharmacy, procedures - because combined entries made true profitability unclear.
- Accurate pharmacy and consumable tracking, as missing entries distorted inventory usage and inflated COGS.
- Clean vendor invoice and consumable purchase process.
- Correct classification of operational and medical expenses.

SOLUTION

We implemented a detailed and structured bookkeeping framework designed for healthcare operations.

1. Service-Wise Accounting Structure

Separate ledgers were created for OPD, diagnostics, pharmacy, procedures, and insurance billing - providing clear visibility into each revenue stream.

2. Insurance Claim & Receipt Reconciliation

We matched insurance claims with payouts, identified short payments, recorded pending amounts, and ensured accurate receivable balances.

3. Doctor Payout & Revenue Sharing System

A standardized method was set up to calculate doctor commissions based on consultations, procedures, diagnostics, and revenue sharing agreements.

4. Pharmacy Inventory & Consumable Tracking

All pharmacy purchases, inward stock, usage, and sales were tracked accurately to maintain clean inventory valuation and prevent inflated COGS.

5. Vendor Invoice & Consumable Purchase Accuracy

Invoices for medicines, test kits, disposables, and lab consumables were recorded correctly and allocated to the right expense categories.

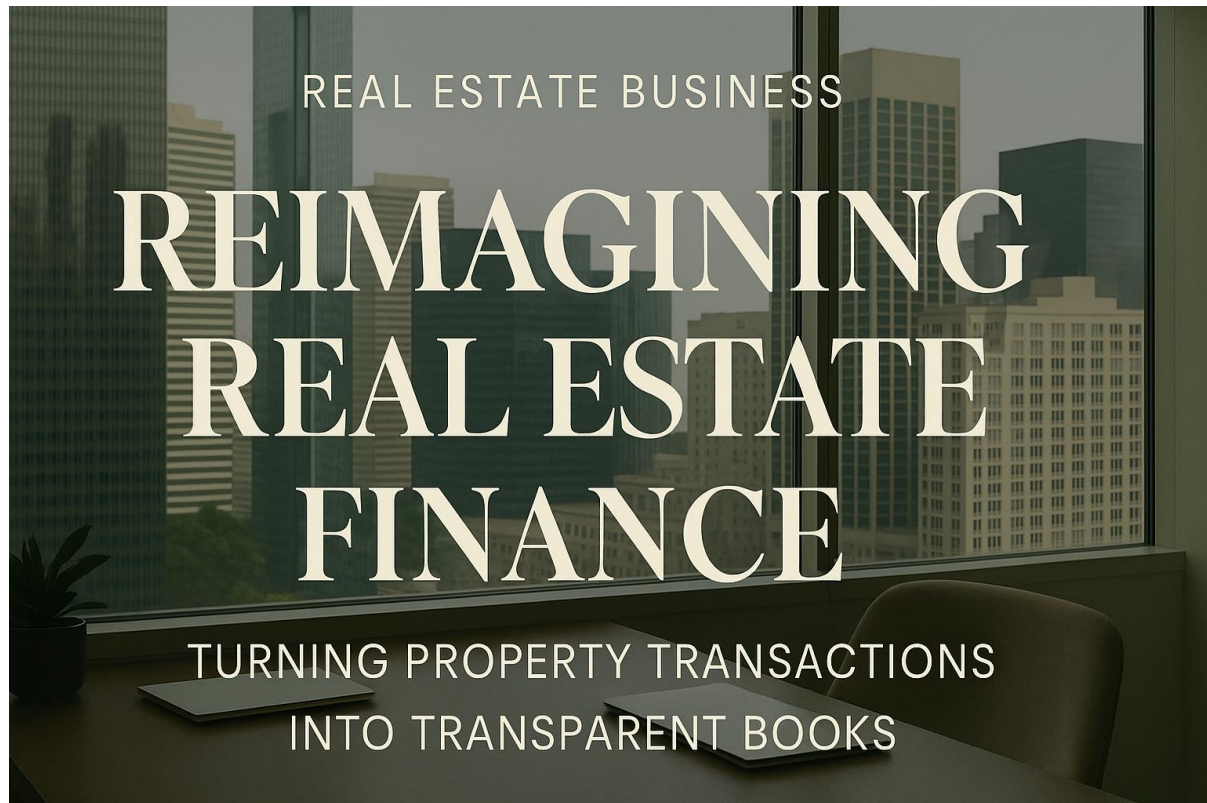
6. Accurate Allocation of Operational Expenses

Salaries, utilities, rent, maintenance, equipment servicing, and lab costs were classified correctly for true cost visibility.

CONCLUSION

We transformed the client's bookkeeping system by delivering accurate records, structured processes, and clear financial visibility. Our approach improved consistency, strengthened reconciliation accuracy, and ensured timely month-end reporting. With ongoing support and transparent communication, the client now relies on a stable, efficient, and compliant bookkeeping setup.

Real Estate Bookkeeping Overhaul for a Multi-Property Portfolio



INTRODUCTION

A real estate owner managing multiple residential and commercial units approached us in 2024. Rental activity was strong, but bookkeeping was falling behind. Deposits were scattered, rent receipts didn't match bank entries, and month-end reconciliation had become difficult. They needed organized books, property-wise clarity, and a stable monthly reporting system. That's when they partnered with our team.

DISCUSSION

The client managed properties across India, UAE, and the UK, dealing with recurring rent cycles, deposits, maintenance, contractor payments, EMIs, and property-specific costs. Financial data was spread across spreadsheets, emails, and partial software entries, causing mismatches and unclear balances. Rent didn't align with bank deposits, vendor payouts were incomplete, and profitability by property was unclear. With expanding operations, they needed a structured bookkeeping system to keep each property's records accurate and clean.

REQUIREMENTS

The client needed:

- Accurate rent-to-bank reconciliation, as rent receipts often didn't match deposits, causing repeated reconciliation errors.
- Clear tracking of security deposits, including receipts, refunds, deductions, and adjustments, which were previously unrecorded or mismatched.
- Proper classification of maintenance, contractor, and renovation expenses, to avoid mixing costs across properties and distorting profitability.
- Property-wise segregation of all financial activity, because multiple properties were recorded under shared accounts, hiding the true cost and return of each unit.
- Accurate EMI, service charge, and utility tracking linked to each property.

SOLUTION

We rebuilt the bookkeeping system to create structure and clear visibility.

1. Property-Wise Bookkeeping Framework

Each property received its own ledger capturing rent, deposits, maintenance costs, utilities, EMIs, and vendor payments. This created clear financial separation and accurate profitability.

2. Updated Rent & Deposit Tracking System

All rent receipts, deposit transactions, refunds, deductions, and overdue amounts were recorded systematically, enabling accurate tenant-wise tracking.

3. Cleaned & Corrected Bank Reconciliations

We matched bank deposits with tenant payments, vendor payouts, EMIs, and service charges, resolving mismatches and creating consistent reconciliations.

4. Maintenance & Vendor Cost Allocation

Contractor bills, renovations, repairs, and utilities were allocated to the correct property, giving a true picture of profitability.

5. Structured Month-End Closing Workflow

A standard checklist was implemented to flag missing entries, update ledgers, and generate reports on time every month.

CONCLUSION

We improved the client's bookkeeping by delivering accurate records, clear processes, and reliable month-end visibility. Our system-driven approach strengthened reconciliation accuracy and ensured timely reporting. With better organization and continued support, the client now relies on a stable, efficient, and compliant bookkeeping setup.

Financial System Fix for a Multi-Outlet Hospitality Business



INTRODUCTION

A fast-growing hospitality business managing multiple Airbnb and short-term rental units approached us in 2023. Occupancy levels were increasing, but their bookkeeping system couldn't keep up with frequent guest check-ins, platform payouts, cleaning and maintenance expenses, and security deposit adjustments. They needed someone who could organize property-wise records, clean up inaccurate entries, and set up a reliable monthly accounting structure for Airbnb operations. That's when they partnered with our team.

A rapidly expanding hospitality group operating restaurants and café outlets approached us in 2024. Despite rising sales and heavy daily footfall, their bookkeeping system couldn't keep up with the volume of transactions, vendor invoices, staff payouts, and daily cash collections. They needed someone who could clean up their books, standardize outlet-wise reporting, and build a reliable monthly accounting structure. That's when they partnered with our team.

DISCUSSION

The business operated multiple outlets with daily sales, delivery orders, walk-ins, vendor deliveries, kitchen purchases, staff payouts, and recurring expenses. Financial data was scattered across POS reports, delivery platforms, spreadsheets, and partial system entries. Cash, card deposits, and payment gateway credits often didn't match POS totals, vendor invoices were recorded late, and outlet-wise profitability was unclear. With high volume, perishable inventory, and varying operating costs, they needed a structured bookkeeping framework offering accuracy and clear outlet-wise financial visibility.

REQUIREMENTS

The client needed:

- Accurate daily sales recording, as POS totals, online platform reports, and bank deposits frequently didn't match.
- Outlet-wise segregation of revenue and expenses, because shared accounts hid the true performance of each outlet.
- Proper tracking of kitchen purchases and vendor invoices, since perishables and consumables were delivered daily and often recorded late.
- Wastage and spoilage tracking, as missing entries distorted food cost percentage and impacted profitability.
- Correct allocation of online aggregator charges, packaging costs, and promotional deductions.
- Daily cash and payment gateway reconciliation, as wire transfers, card settlements, and POS deposits often had mismatched or missing entries.

SOLUTION

We implemented a structured and scalable bookkeeping system designed specifically for hospitality operations.

1. Outlet-Wise Accounting Framework

Each location received separate ledgers for revenue, food cost, payroll, utilities, rent, consumables, and vendor payments to allow accurate outlet-wise profitability.

2. Daily Sales, Collections & Operating Cost Allocation

POS data, delivery platform reports, cash collections, card settlements, and gateway deposits were matched daily to ensure accurate revenue posting. Aggregator commissions, packaging costs, promotions, utilities, and operating expenses were allocated to the correct outlets.

3. Vendor Invoice & Kitchen Purchase Tracking

All supplier invoices for perishables, dry goods, beverages, and consumables were recorded promptly and allocated to the correct outlet for accurate food cost reporting.

4. Wastage, Spoilage & Kitchen Adjustment Tracking

A system was created to record wastage, spoilage, and kitchen adjustments to maintain accurate consumption and prevent inflated food cost.

CONCLUSION

We transformed the client's bookkeeping by delivering accurate records, structured processes, and clear financial visibility. Our system improved consistency, reduced errors, and enabled timely month-end closes. With ongoing support and transparent communication, the client now relies on a stable, efficient, and compliant bookkeeping structure for both hospitality outlets and Airbnb operations.

Financial System Fix for a Rapidly Scaling FMCG Business



INTRODUCTION

A mid-sized FMCG company dealing in packaged food products approached us in 2023. Their sales were rising fast, but the bookkeeping system couldn't keep up with stock movement, supplier invoices, returns, and distributor settlements. They needed stable books, corrected errors, and a consistent monthly structure. That's when they partnered with our team.

DISCUSSION

The company sold through large retail chains, distributors, wholesalers, and depots. Products were constantly moving in and out of warehouses, and the accounting team struggled to record dispatches, returns, discounts, schemes, and invoice adjustments. Paper invoices, Excel sheets, and partial system entries led to inconsistent books. Stock values kept shifting, distributor balances were unclear, and daily sales changed due to late postings. With fast-moving, expiry-sensitive products and high transaction volume, they needed a stable bookkeeping framework that matched FMCG operations.

REQUIREMENTS

The client needed:

- A reliable inventory management system, as frequent mismatches between warehouse stock movement and accounting led to incorrect stock valuation and unreliable reports.
- A complete 3-way match process to align purchase orders, GRNs, and supplier invoices, preventing cost inflation, duplicate billing, and unverified purchases.
- Proper recording of expiries, damages, and replacements, because missing entries caused incorrect valuations and margin distortion.
- Accurate alignment of purchase invoices with inward stock.
- Correct distributor settlement tracking for schemes, discounts, returns, and incentives.

SOLUTION

We implemented a structured and scalable bookkeeping system designed for FMCG operations.

1. Rebuilt Inventory & Stock Movement Framework

We set up a clear process to record every inward entry, outward dispatch, inter-depot transfer, expiry adjustment, and damage claim- ensuring stock quantities and valuations matched warehouse movement accurately.

2. Implemented a Complete 3-Way Match System

Purchase orders, goods received notes, and supplier invoices were matched before posting, eliminating duplicate bills, inflated costs, and unverified purchases.

3. Cleaned & Reconciled Distributor Ledgers

All invoices, discounts, schemes, returns, and payments were matched line-by-line to ensure accurate balances and remove revenue leakage.

4. Corrected Purchase & Supplier Balances

We aligned inward stock with purchase invoices and fixed mismatches so COGS and supplier balances reflected true movement.

5. Organized Expiry, Damage & Replacement Tracking

Expired goods, damaged products, replacements, and claims were tracked accurately to maintain clean stock valuation and prevent margin distortion.

6. Ongoing Bookkeeping & Monthly Review Process

We set up a monthly workflow including stock reconciliation, ledger review, distributor checks, ageing analysis, and updated reporting-ensuring clean and reliable books every month.

CONCLUSION

We transformed the client's bookkeeping system with accurate records, structured processes, and clear financial visibility. Our approach improved consistency, reliability, and month-end speed. With ongoing support and transparent communication, the client now relies on a stable, efficient, and compliant bookkeeping framework.

Bookkeeping Transformation for a Fast-Growing E-Commerce Brand



INTRODUCTION

A growing e-commerce brand selling through Amazon, Shopify and other marketplaces reached out in early 2023. Sales were rising quickly, but their financial systems could not keep pace. Their books were inconsistent, reconciliations were delayed, and the founder had no clear picture of cash flow or profitability. They partnered with us to rebuild their financial structure from the ground up.

DISCUSSION

The brand expanded from a single-platform seller to a multi-country operation across India, the Middle East, the UK and North America. With thousands of transactions through multiple gateways, fees, refunds and currency changes, their financial data became messy and unreliable. Books were scattered across spreadsheets, partial QuickBooks entries and unstructured payout reports. This led to cash flow uncertainty, incorrect margins, delays in restocking and marketing decisions, and no real-time visibility. They needed more than basic bookkeeping—they needed complete clarity.

REQUIREMENTS

The client needed:

- Accurate recording and reconciliation of multi-channel sales from Amazon, Shopify, and other marketplaces, where payouts, commissions, refunds, and fees often do not match directly.
- A comprehensive system to track SKU-level profitability and provide clear MIS dashboards, giving the founder real-time visibility into cash flow, margins, and product performance across all marketplaces and countries.
- Complete capture of marketplace fees, chargebacks, returns, and advertising costs which were missing or inconsistently recorded in the books.
- Accurate reconciliation of bank deposits with marketplace settlements.
- Fixing inventory, COGS tracking and faster month-end closes.

SOLUTION

We implemented a structured and scalable financial system designed for multi-channel e-commerce.

1. Custom E-Commerce Accounting Setup

We began by redesigning the chart of accounts for Amazon, Shopify and payment gateway operations. Each revenue stream, fee, refund, tax and adjustment category was mapped clearly, ensuring every future transaction aligned with the client's business model.

2. Streamlined Marketplace & Payment Gateway Data Integration

We created standardized templates to convert Amazon, Shopify, Razorpay, PayPal, COD partner and bank settlement reports into clean, import-ready formats. This reduced errors and ensured consistent capture of sales, commissions, returns and taxes.

3. Accurate Recording & Reconciliation of Multi-Channel Sales

All marketplace sales, refunds, fees and advertising expenses were recorded accurately. Each settlement was reconciled with bank deposits, removing payout inconsistencies.

4. Integrated SKU-Level Profitability & Real-Time MIS Dashboards

We developed a unified system connecting SKU-wise profitability with real-time MIS reporting. Product sales, COGS, fees, returns and ad costs were tracked correctly. Automated dashboards displayed margins, cash flow and product performance across all marketplaces and countries, helping the founder make faster and more confident decisions.

5. Marketplace Fees, Returns & Cash Flow Cleanup

Missing or inconsistent fees, chargebacks, returns and refunds were identified and corrected. Bank deposits were matched with settlements, resolving errors and restoring full cash flow accuracy.

CONCLUSION

We transformed the client's financial operations by delivering accurate books, clean reconciliations and clear reporting. Our structured approach improved consistency, visibility and month-end outcomes. With ongoing support, the founder gained full confidence in the financial system and continues to rely on us for smooth and transparent bookkeeping.