Varick Agents.

CASE STUDY

The Varick Finance Engine: AI-Native Finance Operations

How an autonomous finance operating layer took a $4B manufacturer's close from 18-22 days to 7-9 days in four months, with $11.4-14.7M in verified year-one value.

Client	$4B revenue industrial manufacturer PE-backed 3,200 employees 14 entities across 6 countries
Function	Finance 280 people across AP, AR, Close Management, Treasury, FP&A, and Tax
Engagement	4-week operational audit followed by a 4-month agent deployment

1. Results at a Glance

Measured operating results after month four of deployment - not projections. Every figure is auditable back to source through the agents' governance ledger.

MEASURE	AFTER	BEFORE
Month-end close	7-9 days	18-22 days
AP exceptions at close	<50	600-800
Intercompany error rate	0.3%	4%
Days sales outstanding	-11 days	Baseline
Daily cash position delivered	7:00 am	10:30 am
FP&A variance analysis	Day 2	Day 10

2. What Was Broken

COMPANY	$4B revenue · 3,200 employees · 14 entities across 6 countries
FINANCE ORGANIZATION	280 people across AP, AR, Close Management, Treasury, FP&A, and Tax
SYSTEMS	NetSuite, Oracle (2 entities migrating), Ramp, Concur (phasing out), Snowflake, and Excel

Finance was fragmented across systems and spreadsheets. Close ran 18-22 days. Exception volumes were high and recurring, and issues surfaced late - some only at external audit. The team did not need another tool; it needed an operating layer that reduced manual reconciliation and surfaced problems early.

What the Diagnosis Found

A Diagnosis Agent scanned the full finance organization across 6 connected systems in 2-4 weeks, mapping 23 distinct workflows. The consistent pattern was that people spent most of their time gathering and reconciling data across systems, and very little on analysis or judgment.

AP exceptions	70% came from the same 12 exception types recurring every month - a triage problem, not a people problem.
Intercompany reconciliation	A 4% error rate remained undetected until the external audit caught it.
FP&A	Variance analysis did not reach management until 8-10 days into each month.
Treasury	Two hours every morning went into assembling a cash position that was stale by the time the CFO saw it.
Collections	Prioritization relied on aging buckets alone, ignoring payment-behavior patterns already present in historical AR data.
Expense management	Three days of every close were spent re-categorizing Ramp spend into NetSuite GL codes - accurate data, disconnected systems.

3. What We Deployed

Agents were built for each sub-function and connected into one layer spanning the department, running inside the existing stack - no migration and no new software for the team to learn.

Accounts payable	Invoice intake from email, vendor portals, and Ramp. Line items are extracted, matched against purchase orders in NetSuite, and auto-coded to the GL. Exception triage resolves the 12 routine exception types and routes genuine problems to the right person with full context.
Accounts receivable	Collections prioritization is scored using payment history, customer segment, and relationship signals - not aging bucket alone. Cash application matches incoming payments across all entities, including partial payments and deductions.
Close management	Intercompany reconciliation matches transactions across NetSuite and Oracle using vendor, amount, date, and entity logic. A close-readiness agent tracks every close task across all 14 entities in real time

Expense management	A Ramp-to-NetSuite sync maps spend categories to GL codes and reconciles card transactions against expense reports - eliminating the three-day re-categorization step from every close.
Treasury	Real-time balances from all 6 bank accounts in 3 currencies, a daily cash position by 7:00 am, and FX exposure monitoring on intercompany positions.
FP&A, tax, and audit	The monthly variance package generates as soon as close entries post. Quarterly tax estimates assemble by entity, while an audit-preparation agent keeps the department continuously audit-ready by logging every action.

How the Team Taught the System

A SOP Compiler ingested existing manuals and extracted 47 executable rules, then captured another 12 unwritten rules directly from interviews - the tribal knowledge that used to live in a handful of people's heads (which GL crosswalk exceptions nobody documented, why the German entity codes invoices differently, who actually understands the JPY reconciliation). Agents connected to the existing stack through three methods - API integration, computer use, and file/email ingestion - with confidence thresholds set per workflow so anything uncertain escalates to a human instead of guessing.

What the Team Saw Each Day

AP Specialist	A queue of 40+ items requiring judgment each morning dropped to 4, and daily processing time fell from 8 hours to 35 minutes.
Director	A capacity dashboard showed 280 people operating at the output of 520, with live accuracy and escalation rates visible per workflow.
CFO	A real-time close-cycle tracker across all 14 entities, department ROI, and a searchable audit trail of every agent action.

4. How It Went In

Deployment ran sub-function by sub-function so each month produced its own measurable result before the next began.

MONTH	FOCUS	WHAT HAPPENED
1	AP and Ramp sync	AP exception classification went live across all 14 entities. The Ramp-to-NetSuite sync removed a manual close step in the first month.
2	AR and intercompany	Collections re-ranked the entire outstanding book. Intercompany reconciliation went from three FTEs to spot-checking.

MONTH	FOCUS	WHAT HAPPENED
3	Close and treasury	The first close on the new system took 12 days, down from 18-22. The cash-position agent replaced the morning Excel process.
4	FP&A, tax, and integration	A full integration pass connected all agents. Accuracy across the full engagement climbed from 88% to 97.4%. The second close took 8 days.

5. How Agents Run in Production

Every agent runs under an explicit mandate: defined inputs, defined outputs, defined escalation paths, and a governance ledger of every read and write it makes against the company's systems. Material actions - including payments and journal postings above threshold - pause for human approval with full context attached.

A single invoice can spawn five specialized sub-agents in parallel - extraction, entity matching, GL coding, exception classification, and journal prep - each logged independently with its own confidence score. When a human corrects an agent's output, the rule is reinforced immediately: one recent FX-timing correction lifted that rule's confidence from 88% to 97% on its very next occurrence.

> **NOTE**
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> Every agent action, human override, and data transformation is logged with full traceability. That is what "continuously audit-ready" means in practice, and it is why the results above can be verified rather than taken on faith.

6. The Results, With the Math Shown

All value estimates use conservative assumptions: fully loaded employee costs of $130-160K by role, year-one realization discounted to 70-85% for ramp, and revenue attribution limited to directly measurable outcomes.

VALUE DRIVER	YEAR-ONE VALUE	HOW IT WAS MEASURED
Headcount redeployed - 11 AP, 4 AR, 1 Treasury	$2.1-2.6M	Named roles multiplied by fully loaded cost. Staff moved to vendor management, credit strategy, and cash optimization.
Capacity recovered across remaining finance staff	$1.5-2.0M	Measured hours freed multiplied by a blended rate, discounted 30% for partial realization.
Early-payment discount capture - 2/10 terms	$2.8-3.6M	Invoices now processed inside the discount window, measured against the prior capture rate.

VALUE DRIVER	YEAR-ONE VALUE	HOW IT WAS MEASURED
DSO improvement on the AR book	$1.6-2.1M	11-day DSO reduction multiplied by the carrying cost of capital.
Error reduction and audit preparation	$1.4-1.9M	Measurable rework hours plus external audit fees avoided.
Conservative year-one total	$11.4-14.7M	Range reflects assumption sensitivity.

> **NOTE**
> Cross-checks: The discount-capture and DSO figures are computed from transaction data, not surveys. The headcount figure counts only the 16 named positions actually redeployed.

Beyond the Department

Finance agents became connective tissue for the rest of the company: they flagged procurement workflow problems in the business units and fed real-time margin data into sales deal-profitability models. None of that cross-department value is included in the estimate above.

7. Next Steps

SEE IT LIVE	demo.varickagents.com/client-001 - the working finance deployment this study describes.
NEXT STEP	A 30-minute discovery call. We leave you with candidate workflows for your own audit.
CONTACT	hello@varickagents.com · varickagents.com