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Agentic Finance as a Service: *The AI Operating Model that Compounds*

Consero's AI Strategy Foundation Whitepaper

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AI Has Created a Structural Advantage for Operators Who Move Now

Most finance leaders investing in AI are not seeing the return they expected. Pilots stall before they reach production. Tools get adopted, and the close still takes as long as it did last year. If that sounds familiar, the tools were never the real constraint; the operating model around them was.

The Finance & Accounting

The Finance & Accounting services model is being restructured by AI — and the firms that build the operating infrastructure to scale now will compound that advantage for a decade. Here is why, and here is what Consero is doing about it.

The Talent Shortage Is Structural. Consero's Model Is the Answer

There are roughly **340,000 fewer accountants in the U.S**. than at the profession's recent peak — and in a single year, more than **720 public companies** cited understaffed accounting functions as a risk factor for financial-reporting errors, up **30% from 2019**. For mid-market companies without the infrastructure to access global F&A talent, that shortage isn't an abstract labor trend; it's an operational constraint and a direct threat to the accuracy of the numbers their board and investors rely on. Consero's global delivery model — combining deep F&A expertise with AI capability — means that constraint does not apply to Consero, while the urgency it creates for companies without a solution is real and growing.

340K

fewer accountants in the U.S. than at the profession's recent peak — a structural gap a recovering pipeline won't close soon

– **Bloomberg / Hudson Labs, 2024**

67%

of Senior Executives say inadequate data foundations hold AI initiatives back". Published in **The State of AI in Finance Report** by the financial planning platform Pigment.

This corresponds to the roughly 67% metric, highlighting that while the financial tools are ready, legacy enterprise infrastructure remains a primary operational roadblock.

AI Has Crossed the Threshold. This Is No Longer a Future Story.

Since large language models became widely available — roughly 2022 onward — the dominant deployment model for AI in professional services has been the copilot: an AI assistant that makes individual tasks faster. These tools are genuinely useful. But the strategic question has shifted from "how do we give our people better AI tools?" to "how do we build AI into the work itself?"

The more durable model is what happens when AI moves from assisting a professional to performing the work directly — with the professional in a supervisory and advisory role. That is a fundamentally different operating model, and it changes the economics of services delivery in ways that compound over time.

This is not a story about displacing professionals. An experienced controller who spends three days a month on reconciliation work that could be automated is a controller whose judgment is being underutilized. AI, deployed correctly, returns that judgment to the work that actually requires it.

F&A Is Different — and That Difference Is Strategic.

F&A services span a wide spectrum in the AI landscape. Accounting work combines intelligence and judgment: intelligence tasks are rules-based and automatable at high accuracy; judgment tasks require professional expertise and, critically, client context — the accumulated knowledge of a specific company's history, its stakeholders, its board's sensitivities, the nuances that only deepen through a sustained client relationship. No AI system replicates that.

At the other end, planning and advisory work — FP&A, CFO advisory, scenario modeling — is judgment-driven from the start. Agentic FaaS deploys AI against the intelligence tasks and elevates professionals toward the judgment tasks. That division of labor is sustainable. It is also a better service.

The dimension that makes F&A distinctive above all others is trust. CFOs are entrusting a firm with the financial records of their company — records that inform board decisions, investor communications, and regulatory filings. Responsible AI deployment is not optional in this context. It is the product.

Where Consero Plays

Consero's strategy is focused on a specific intersection: mid-market companies that need institutional-quality F&A operations but cannot justify building that function in-house at scale. Within that space, Consero focuses on the accounting and reporting work where the intelligence and judgment divide is sharpest, and the consequences of getting it wrong are highest. That is where AI deployed responsibly creates the most durable value — and where the governance requirements are high enough to constitute a real barrier to entry.

Consero's Operating Thesis:

"Consero is the operator that makes AI compound."

We do not bet on a single AI platform. We curate the best tools available, integrate them through a standardized operating layer, and run them at production scale on behalf of our clients. Every capability improvement compounds. Every client engagement sharpens the operating model. Every deployment raises the floor for every client.

The Agentic FaaS:
Finance as a Service, Powered by AI at Every Layer

Agentic FaaS is not a product. It is the operating capability through which Consero deploys, governs, and continuously improves AI across its service delivery, client platform, and internal operations. It is how the FaaS model compounds — and for a company that becomes a Consero client, it's available from day one.

Increasing operational accuracy is the central goal. Everything else — speed, efficiency, analytical depth — follows from getting accuracy right first. In finance, inaccurate outputs delivered quickly are worse than accurate outputs delivered slowly. Agentic FaaS is calibrated accordingly.

Consero Carries the Investment. Every Client Gets the Benefit.

Every dollar Consero invests in Agentic FaaS is shared across every client simultaneously. The infrastructure, the governance, the AI evaluation process, the platform capabilities, the talent development, the continuous evolution as AI advances — Consero makes that investment once and compounds it across the entire client base.

A mid-market company building this capability independently would bear the full cost alone — for a function that is not its core business, in a technology landscape that requires constant maintenance. The build cost is real. The ongoing cost is higher. Agentic FaaS is not a service convenience. It is a fundamentally different economic model.

Orchestration, Not a Single Platform Bet

Agentic FaaS is not built around a single AI platform. Consero operates as an orchestrator: evaluating, curating, and integrating AI tools across its stack. The proprietary value is not in any single tool — it is in the operating layer that connects them, the governance that ensures they run responsibly, and the domain expertise that knows where AI judgment ends, and human judgment must begin.

How Agentic FaaS Wins — and Why It Is Defensible

Three reinforcing capabilities make Agentic FaaS defensible over time. They compound together, not separately.

The first is **operational data** — the accumulated F&A context that makes Consero's AI more accurate than any generic deployment. Every engagement adds to it: transaction patterns, exception behaviors, reconciliation edge cases, industry-specific nuances that a foundation model doesn't know and a new entrant can't acquire quickly. This is the raw material of accuracy. It is also what makes Consero resistant to model drift — because when the same question returns a different answer, Consero's operational data layer traces the output back to real business drivers and catches the divergence before it reaches a client.

The second is **governance infrastructure and eval ops** — the discipline of watching the AI continuously, not just at deployment. Eval ops is the ongoing practice of testing AI performance in production against known benchmarks, catching degradation before it compounds, and maintaining the audit trail that proves outputs are reliable over time. Model governance determines which models run, under what conditions, with what guardrails, and when they are retired. This answers the question every CFO should ask but rarely does: who is watching the AI after it goes live — and what happens when it gets something wrong? Building this infrastructure correctly takes years. It cannot be added after the fact.

The third is **domain expertise and outcome accountability**. In a DIY AI deployment, accountability diffuses when something goes wrong — the team blames the model, the vendor points to the data, the CFO signs the financials alone. Agentic FaaS is built on a different accountability model. Consero's applied-AI operators own the output, not just the process. Their domain expertise is what makes that accountability real: they know what a correct answer looks like, they recognize when the AI has drifted from it, and their name is on the work alongside the client's.

The result: **Your forecast changes because your business changed — not because the AI did.**

A Maturity Spectrum, Not a Switch

Agentic FaaS operates across four modes:

"I use it" : uses an AI tool on demand.

"We use it" : AI is embedded in how a team works.

"It runs“ : an automated process executes; a human reviews the output.

"It decides" : an agentic system acts across multiple steps with minimal human involvement

Most of Agentic FaaS's current deployment sits in the "It runs" tier. Active investment is underway in the infrastructure required to operate responsibly in the "It decides" tier.

Human-in-the-Loop Is a Design Principle, Not a Disclaimer

For every output that reaches a client or affects a client's financial records, a human reviews before it ships. This is a permanent design principle that maintains the chain of professional accountability clients are paying for.

Consero Is Creating a New Category

Consero is not competing in traditional F&A outsourcing. It is building a new category — Agentic Finance as a Service — where the operator's capability compounds with every advance in AI.

The firms that partner with an operator who has already built this infrastructure will have an F&A function that is structurally better than peers for years.

Five Interconnected Areas. One Reinforcing Strategy.

Agentic FaaS operates across five areas, sequenced by strategic importance. Each reinforces the others. Together they form an integrated operating model — not a collection of independent experiments.

1 Services — Where the Compounding Begins

This is the core. AI deployed against the intelligence-heavy tasks in F&A service delivery — transaction coding, cash application, reconciliation, exception flagging — so Consero's professionals can focus on the judgment and advisory work that CFOs actually need.

The goal is accuracy at scale, not automation for its own sake. Agentic FaaS in service delivery is calibrated first for accuracy, then for the timeliness that makes that accuracy actionable. The trajectory is toward greater automation of intelligence-heavy tasks — freeing delivery teams for variance analysis, client communication, and the advisory conversations a CFO actually needs

What this means for you :

More accurate financial records. Insights that reach you when decisions can still be made. A delivery team whose time is oriented toward the work that helps you act — not toward processing volume

2 Client Access — AI Inside the SIMPL® Platform

SIMPL ® is Consero's proprietary client platform — the interface through which clients access their financial data, reporting, and an expanding set of AI-powered capabilities. It is not a reporting portal. It is an intelligent operating layer that gets smarter as it accumulates context about a client's business.

ONE PORTAL. EVERY FINANCIAL TRUTH

__SIMPL®__ interactions are customized based on a user's responsibilities. CFOs gain complete control of their finance ops, from statements and reports to AR and AP details, and everything needed for cash management and payments. Executives get a clear view of their business performance, including easy-to-follow dashboards and KPIs to customer revenue and vendor spend details. Department Heads get insight into their teams' finances, from department-specific spending summaries to detailed functional-level expenditure information.

Key differentiator is that SIMPL® integrates a client's finance and accounting data into one intuitive portal. Through our proprietary workflows, month-end close and delivery of financials is greatly expedited.

The strategic direction is toward greater client self-service and analytical depth. Rather than a client waiting for a request cycle, SIMPL® surfaces insights, flags anomalies, and enables analysis on demand. 2026 AI capabilities being deployed within SIMPL®:

Cash forecasting

forward visibility into cash position based on transaction patterns

Conversational financial intelligence

natural language access to financial data and reporting

SIMPL® CAPABILITIES

- **Dashboards** – Generation of KPIs presented in intuitive dashboards that allow for executives to access
- **Cash, AR, AP** – consolidates reconciled daily account balances for Cash, Accounts Receivable, and Accounts Payable to provide real-time visibility into working capital
- **Interactive Financial Reports** – Supports the speedy delivery of validated and audit-ready financial reports with enhanced drill-down features
- **BILL Integration** – along with the AP approval workflows, we are presenting credit card transactions and expense reimbursements from the BILL Spend & Expense module

Customization is a core design principle. Different clients have different reporting needs, different analytical priorities, and different levels of sophistication in how they engage with financial data. The AI layer on SIMPL® enables that customization at a level of granularity that would be prohibitively expensive to maintain manually.

What this would mean for you

Real-time financial visibility. A platform that adapts to your business — and gets more useful the longer you use it.

3 Ecosystem — The Orchestration Layer That Keeps the Strategy Current

The F&A technology landscape is in rapid evolution. New AI-native platforms are emerging across every sub-category of the CFO's tech stack. Consero's position is not to bet on individual winners — it is to operate as the layer through which the best tools are integrated, governed, and delivered to clients.

The evaluation criteria are consistent: does this tool improve accuracy or speed for clients, does it integrate cleanly with the governed data layer, and does it meet the security and compliance bar Consero requires? Tools that clear those gates are integrated. Those that do not are not deployed regardless of market momentum.

The ecosystem relationship is increasingly bidirectional. Consero is not simply a distribution channel for AI tools — it is the operating layer that makes those tools work at production scale in a complex F&A environment.

Key ecosystem partners active today:

- ERP and GL: Intacct, NetSuite
- AI-native accounting: Rillet
- Payments and expense: BILL, Ramp, Brex
- Infrastructure: Microsoft, Anthropic, Google, Snowflake

What this would mean for you:

You won't have to track the AI-native F&A landscape yourself. Consero evaluates, integrates what clears the bar, and delivers the benefit through the service you'd receive as a client.

4 Expertise that Scales with Your Needs — More Insights, Better Conversations

Consero’s Practice Directors , Managing Directors, VPs of Finance, and controllers carry the day-to-day client relationship. Agentic FaaS on the desktop amplifies their analytical and communication capabilities — deeper analysis, faster preparation, more sophisticated client conversations.

The frame is amplification, not replacement. The work remains fundamentally human — the relationship, the judgment, the advisory conversations. Agentic FaaS means Consero’s professionals can operate at levels of sophistication that would previously have required more years of experience. In a market where F&A talent is structurally constrained, that is a genuine competitive advantage.

Our people are applied-AI operators — professionals who bring domain expertise and judgment to AI-assisted work, and who are accountable for the output in ways a platform never can be. The instruments improve; the expertise required to use them well only deepens.

What this would mean for you:

Client-facing professionals who arrive at every conversation better prepared, with deeper analysis and faster turnaround. Sophistication that scales with your needs.

5 Internal Operations — We Run Our Business the Way We Run Yours

Agentic FaaS applies to Consero's own Finance, Marketing, and HR functions. If we advocate for AI-enabled F&A operations, our own operations must reflect that conviction.

The governance infrastructure behind Agentic FaaS — the decision framework, the initiative registry, the user profile system — was built for internal operations first. It is the operational proof that our approach to responsible AI is not a positioning statement. It is how the firm actually runs.

Consero Carries the Governance Burden So Clients Never Have

Consero invests heavily in AI governance so clients never have to think about it. The rigor is ours to carry. The benefit is yours to receive.

For a firm managing financial records for hundreds of companies, governance is the prerequisite for AI deployment — not a constraint on it. Clients extend trust based on the belief that their data is handled with care, outputs are reviewed before they affect records, and AI is managed with the same discipline applied to any other operational risk.

A Framework Built Before Deployment, Not After

Not every AI initiative is equivalent. An individual professional drafting an internal memo is a different risk profile than an automated agent writing to a client's financial ledger. Consero's governance framework makes these distinctions clearly and consistently — before deployment, not retrofitted after a problem occurs.

Two categories govern all AI use:

1 Augmentation

AI assists a human professional who reviews and approves every output. The default mode for the vast majority of Consero's AI deployment.

2 Transformation

AI operates more autonomously, with human oversight at the process level. Requires formal business case, pilot, and executive approval before deployment.

Who Can Do What, and With What Data

Three behavioral profiles define how professionals interact with AI. Data access is governed as a separate dimension — what data an AI system can read or write is scoped by role and function, independent of tool access. Agent authority — whether an AI system acts under direct human supervision or with greater autonomy — is the governance surface that matters most as AI becomes more capable.

Aligned with the Standards CFOs Already Respect

Consero's governance is aligned with two external frameworks:

- **NIST AI Risk Management Framework** — the US federal standard for AI governance: Govern, Map, Measure, Manage. The internal operating discipline.
- **ISO/IEC 42001:2023** — the first international standard for AI management systems, certifiable in the same way ISO 27001 is for information security. The external credibility target.

For CFO-level clients whose boards are asking about AI risk, ISO 42001 provides a framework they already recognize. The governance is not a claims document. It is an auditable management system.

Your Data Is Yours. Always.

The most important question a CFO should ask any AI-enabled F&A provider is not "what AI do you use?" It is "what happens to my data?" The answer matters — both for the firm's own compliance posture and for the trust it extends to a provider handling its financial records.

Consero's answer is unambiguous: client data is isolated, governed, and never used to train AI models across clients. Here is what that means in practice.

Data Isolation — No Commingling, By Design

Every client's data is maintained in a segregated environment. Client A's financial records are never accessible to, or used in processing for, Client B. This is not a policy statement — it is an architectural requirement enforced at the infrastructure level.

AI systems within Agentic FaaS operate within scoped data environments. The AI processing a client's AP transactions has access only to that client's data, governed by the same access controls that apply to human users.

AI Does Not Train on Your Data

A common and legitimate concern about AI in enterprise environments is whether confidential data is used to train underlying models — and whether that training data could surface in responses to other users. Consero's AI deployment is governed to prevent this.

The AI models Consero uses are operated under enterprise agreements with infrastructure providers — Microsoft, Anthropic, Google — that contractually prohibit the use of client data for model training. Prompts, outputs, and data processed through Agentic FaaS do not leave the governed environment to improve models used by others.

Scoped Access — AI Sees Only What It Needs To

AI systems within Agentic FaaS operate on the principle of least privilege: each system has access to the minimum data required to perform its function. An AI deployed for cash application does not have access to payroll data. An AI generating a financial summary does not have write access to the ledger.

This scoping is enforced through the same governance framework that governs human data access — not a separate AI-specific overlay, but the same system applied consistently. When the governance framework is audited, AI data access is audited alongside human data access.

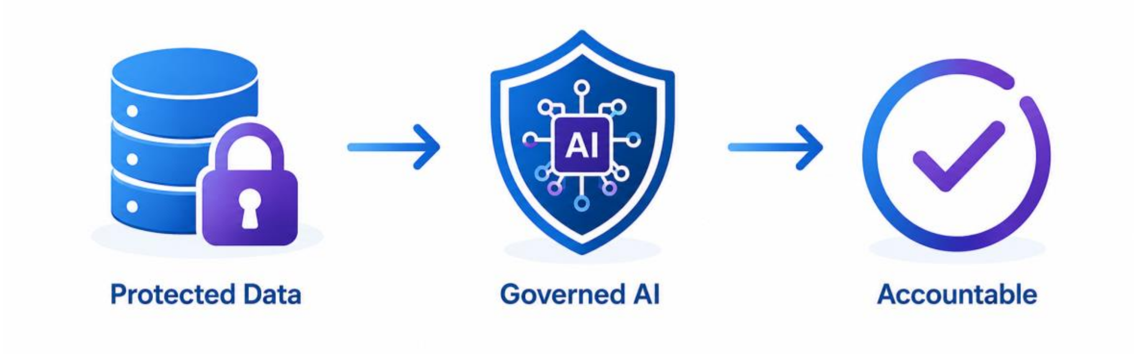
Auditability — A Complete Record of What AI Touched

Every AI action within the Agentic FaaS framework is logged. Consero maintains a complete record of what AI systems accessed, what they produced, and what human review occurred before that output was used. That record is available to clients on request and is part of the standard compliance infrastructure.

This is the same auditability standard that applies to human actions in the system. AI is not a black box operating outside the audit trail. It is a governed actor within it.

Compliance Posture

Agentic FaaS's security and data governance approach is designed to be consistent with the compliance requirements that mid-market CFOs already manage — SOC 2, GDPR where applicable, and the data governance standards that inform client contracts. The AI layer does not create new compliance risk. It operates within the existing compliance framework.



The Commitment:

Client data is isolated. It does not train AI models used by others. AI access is scoped and auditable. The governance that applies to our people applies equally to our AI systems.

What This Means for Your Organization

Partnership and Service Model that Continually Improves

Agentic FaaS is already inside the service Consero delivers **to its clients today**. The accuracy improvements, the platform capabilities, the faster close cycles — in production now, getting better every quarter, available **from day one** without **you having to manage** any AI infrastructure **yourself**.

What to expect going forward: more accurate financial records, insights that reach you when decisions can still be made, more proactive identification of anomalies, and a service that continues to improve as Agentic FaaS compounds, **without doing-anything differently**.:

A Consero client in three years has a close cycle materially faster than peers, a CFO spending the majority of their time on advisory and strategic work rather than reporting, and an F&A function that gets measurably better every quarter without adding headcount. That is the outcome Agentic FaaS is designed to produce.

What **won't change once you partner with Consero;** the professional relationship, the human accountability, and the trust that underpins how Consero handles your financial records.

For CFOs:
The Right Question Is Not Whether. It Is Who.

Every firm in this space will tell you they use AI. The question is: what is the operating infrastructure behind the claim? Is the data governed? Is there a human in the loop? Is the accuracy verifiable? Can you audit what the AI touched?

Consero's answer to every one of those questions is yes — and the infrastructure that makes that possible is already running. AI platforms sell the tool. Consero sells the work — and takes professional accountability for the output. A platform that miscodes a transaction has no liability. Consero does.

That accountability is the difference. And it requires governance infrastructure, human review, domain expertise, and a security posture that a platform alone cannot provide.

For CEOs:
This Is a Competitive Position, Not a Technology Decision.

The firms that move into AI-operated F&A now — with an operator who has already built the infrastructure — will have an operational advantage that compounds quarterly. Every capability improvement ships to every client simultaneously. Every quarter the service gets better, the gap between firms that moved and firms that waited widens.

This is not a decision about which AI tool to buy. It is a decision about whether your F&A function compounds with AI or falls behind firms whose does. The category is being defined now. The firms setting the standard are choosing operators, not platforms.

For PE Firms:
AI Governance Maturity Is the New Operational Due Diligence.

Mid-market companies backed by PE firms face the F&A talent constraint more acutely than most — growth demands outpace the accounting profession's ability to supply experienced practitioners. Agentic FaaS is the structural answer: a delivery model that scales with AI capability rather than headcount, governed to the standards that institutional investors require.

Three things matter in AI due diligence for a PE-backed portfolio company. First, is the AI governed — scoped data access, human review, auditability? Second, is the accuracy verifiable — eval ops, drift monitoring, a clear chain of accountability? Third, does the operating model scale without proportional cost growth?

Agentic FaaS answers all three. The governance is auditable. The accuracy is monitored and verifiable. And the compounding model means that as Consero deploys more capability, every client in the portfolio benefits simultaneously — not as a custom project, but as a platform improvement.

The Advantage Compounds. Every Quarter. Automatically.

Agentic FaaS is not a destination. It is a direction — one that gets harder to compete with every quarter as the infrastructure matures, the operational data deepens, and AI capabilities improve.

The Compounding Logic

Every AI capability deployed ships to all clients simultaneously. Every deployment deepens the operational expertise that improves the next one. Every advance in the underlying models makes the service better — automatically, without clients doing anything differently. A traditional F&A services firm scales by adding people. Agentic FaaS scales with AI capability — which is improving faster than any hiring plan can replicate.

The Roadmap from Augmentation to Agency

The trajectory from "I use it" to "It decides" is the long arc of Agentic FaaS. Each step is conditional on demonstrated accuracy and governance maturity. The shift toward greater AI autonomy happens in areas where it is safest first: high-volume, well-defined, rules-bound tasks where the error rate is measurable and the human review layer is well-designed. The destination is an F&A function where AI executes and professionals supervise, advise, and build client relationships.

59%

of CFOs

say balancing the pressure to deploy AI fast against the risk of getting it wrong is their single biggest obstacle to effective AI governance.

Why This Strategy Is Defensible

Two competitive challenges answered directly.

Why can't a client build this themselves? The build cost is real. The ongoing cost — maintaining governance, staying current as AI evolves, developing applied-AI operators — is higher. And the compounding benefit of Consero's shared investment model means the economics of building independently get worse over time, not better.

Why can't a pure AI platform replace Consero? Platforms sell the tool. Consero sells the work — with professional accountability for the output. The governance infrastructure, the human review layer, and the domain expertise that makes AI deployment work in a complex F&A environment are not platform features. They are operating capabilities built over years.

A Closing Note

Every board is asking CFOs about AI. Every CFO is navigating a landscape moving faster than any single organization can track alone. The right response is not to build an AI strategy from scratch — it is to partner with an operator who has already built the infrastructure, already governs it responsibly, and compounds it on your behalf every quarter.

Consero is not competing in traditional F&A outsourcing. It is building a new category — AI-operated Finance as a Service — where the operator's capability compounds with every advance in AI. The firms that move now will have an F&A function that is structurally better than peers for years. The ones that wait will face the talent shortage and the capability gap simultaneously. That is not a recoverable position.

The conversation is worth having now. The infrastructure is already built — and so is the team of F&A experts who run it.

APPENDIX

Key Strategy Themes

A reference summary of the strategic concepts and operating areas that define Agentic FaaS.

Concept	What It Means
Compounding Logic	Every AI capability ships to all clients simultaneously; every deployment deepens operational data that improves the next one, so the service gets better over time without proportional cost increases.
Governance & Trust	Consero invests in AI governance — aligned with NIST AI RMF and ISO 42001 — so clients never have to; the rigor is Consero's to carry, and the benefit is theirs to receive.
Data Security	Client data is isolated, never commingled, and never used to train AI models across clients. AI access is scoped, logged, and auditable — the same standard that applies to human users.
Human-in-the-Loop	For every output that reaches a client or affects a client's financial records, a human reviews before it ships — a permanent design principle that maintains the chain of professional accountability.
Intelligence and Judgment	F&A divides into intelligence tasks — rules-based, automatable — and judgment tasks requiring professional expertise and client context; Agentic FaaS deploys AI against the former to elevate humans toward the latter.
Where We Play	Mid-market companies needing institutional-quality F&A without building in-house at scale — where the intelligence and judgment divide is sharpest and governance requirements are highest.
Category Creation	Consero is not competing in traditional F&A outsourcing — it is building AI-operated Finance as a Service, a new category where the operator's capability compounds with every advance in AI.

The Five Areas of Agentic FaaS

Area	What It Means
Services	AI deployed against intelligence-heavy tasks in F&A delivery — transaction coding, cash application, reconciliation, exception flagging — so Consero's professionals focus on judgment and advisory work.
Client Access	AI-powered capabilities inside SIMPL — cash forecasting, anomaly detection, conversational financial intelligence — giving clients real-time visibility and self-service analytical depth.
Ecosystem	Structured evaluation and integration of AI-native partners across the CFO's tech stack so clients get the best of the ecosystem without the integration burden or vendor risk.
Client-Facing Teams	AI on the desktop for PMDs, VPFs, and controllers — enabling deeper analysis, faster preparation, and more sophisticated client conversations.
Internal Operations	Agentic FaaS applied to Consero's own Finance, Marketing, and HR — proof that the framework is not a client-facing claim, but how the firm itself actually runs.

Learn how Consero Global can support your finance transformation

About Consero Global

Consero Global delivers Finance as a Service to mid-market and high-growth companies — combining experienced finance teams, AI Native and Enabled platforms, and a growing portfolio of AI-driven automation across the order-to-cash and broader accounting lifecycle. The transformation described here is one of a series of production deployments through which Consero is removing manual, repetitive finance work and reallocating skilled capacity to higher-value analysis.

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