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How is Pierian Services using AI and automation to improve business processes and decision-making across its service portfolio?

Boardroom conversations about AI often begin with cost. The bigger prize is decision speed. Efficiency gains level out over time, while faster, better decisions keep compounding. In most finance functions, the real opportunity sits in the time between something happening in the business and finance acting on it. That's where we point AI. In business processes, exceptions are resolved as they occur: the system proposes the fix and our team validates it. Month-end becomes a confirmation rather than a discovery. Our design rule is simple: automate routine judgement, escalate material judgement. The capacity this creates flows into FP&A and controllership, where leadership teams value a clear point of view.

What helps businesses scale outsourced operations while maintaining visibility, quality, and control?

Outsource the work, keep the accountability. Control comes from transparency, and a well-run partnership often gives leaders more visibility into their processes than they had in-house. Scaling well comes down to three things leadership teams should expect. First, controls designed into the process itself: audit trails, approval gates, and exception queues. Second, real-time visibility the client owns, so oversight is continuous and current. Third, one standard method across every team, so quality stays consistent whoever is on the account. At Pierian, we treat every client process as the client's own, run from a different address. That principle has guided our growth for more than 20 years.

Which capabilities will shape Pierian Services' next phase of growth across global business services?

The next phase of growth in our industry will be driven by intelligence and outcomes rather than headcount. AI is opening up a new model, one where value grows with the results delivered. We're building for three shifts:

- Agentic AI that owns processes end to end within clear guardrails, with our people focused on the decisions that need judgement.
- Deeper work in FP&A, controllership, and finance transformation, where we help shape the finance function itself.
- Commercial models linked to outcomes delivered. ■