

Global Outsourcing

Broadening One's Horizons

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Why Global Outsourcing? Why Now?



\$56B+

Global F&A
Outsourcing Market



~\$3B

India's Share
& Growing at 11% CAGR



12-15%

Annual Growth in
India-led Services



#1

India's Position as
Global GCC Hub

Indian CAs have a unique edge: global accounting knowledge + cost advantage + English proficiency

CA to Entrepreneur in Global Services

1992-1999

Chartered Accountancy – Chetan & Gurunath

1999-2002

VP Finance at a Technology Company

Dec 2002

Co-founded Pierian Services Pvt Ltd

[Speaker Photo]

Dec 2002 | Two Promoters | ZERO External Funding | Bengaluru, India

Pierian at a Glance



2,000+

Professionals



15+

Countries Served



6

Global Offices



23

Years of Operations

Service Lines

Client Accounting

CFO Services

GCC

Tax & Compliance

Human Capital Mgmt

Business Support

Fund Administration

Assurance & Advisory

Digital/AI enabled services

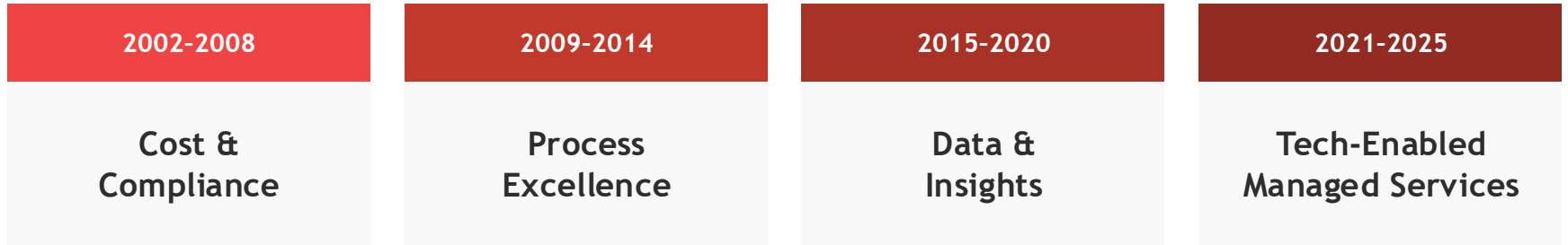
The Pierian Journey

From Two CAs to 2,000+ Professionals Across 6 Countries



What the industry waves taught us — and how CAs can ride them

The Four Waves of Global Outsourcing



Cost arbitrage, rule-based back-office, India as offshore hub

End-to-end F&A, FP&A, large-scale ODC/GCC, ERP platforms

RPA, data analytics, AI, cloud computing driving value creation

Automation/AI, integrated tech + process + analytics + risk

Client conversations evolved from 'How many FTEs?' to 'Can you help us understand why things are happening?'

Our Journey Through the Waves

2002-2008: Building the Foundation

170+ professionals

- Accounting & Regulatory Compliance for startups and SMEs
- US Tax processing (1040 and 1120)
- Differentiation: CA-grade discipline, process orientation, obsessive reliability

Turning Point: First MNC engagement for SOX for APAC region ; First offshore F&A client from USA

2009-2014: Global Outreach

500+ professionals | USA, Middle East, Singapore

- US: governance, documentation, clear escalation paths
- Middle East: trust and relationships were crucial
- Singapore: compliance and efficiency expectations high
- Common thread: effective communication across all regions

Turning Point: First large SSC client from Middle East; Large BPO engagement from Singapore

Each geography taught us something different — but the 'ask' across all was effective communication

Our Journey Through the Waves (contd.)

2015-2019: Digital & Analytics

800+ professionals | Acquisitions

- Built analytics & BI capabilities
- Integrated analytics into F&A and risk services
- Moved from service provider to insight partner

Client: 'Help us understand WHY things are happening, not just WHAT happened'

2019-2025: Resilience & Scale

2,000+ professionals | Assurance & Advisory | Fund Accounting

- Acquired a tech company and a fund administration company
- Navigated COVID: WFH, data security, maintained SLAs
- JV with Pierag; Partnership with Baker Tilly USA (BOT)
- COE for Managed Services for Marketplace Top Sellers
- Pierian Next: fund accounting and Fund administration services

We stopped seeing ourselves as an Indian execution arm and started behaving like a global professional services partner headquartered in India

2025-2030: Future-Proofing



Embedding automation and transformative technology into all service lines



Designing tech-enabled managed service models



Super-specialisation in verticals: E-Commerce, Retail, Manufacturing, Healthcare, Technology, BFSI



Scaling sustainably with professional governance

Global Outsourcing is about integrated tech + process + analytics + risk. It demands multi-disciplinary capabilities and strong governance.

What Does This Mean for You?

Opportunities, skills, and a practical roadmap for CA professionals

Opportunities for CA Firms in Global Outsourcing

For CA Firms & Practices

- F&A managed services (P2P, O2C, R2R, FP&A) for SME clients
- Global Capability Centre (GCC) operations
- Risk & Assurance for outsourced environments
- Analytics & insights roles
- Tax processing and compliance services
- Business process management
- ESG and Sustainability reporting

Hybrid Career Paths

CA + Process & Controls

SOPs, SLAs, risk frameworks for outsourced operations

CA + Analytics

Data-driven insights, dashboards, predictive analytics

CA + Tech Projects

ERP implementations, automation, digital transformation

Skills & Capabilities You Need

01

Core CA Foundation

Strong accounting, audit, tax, controls; Ethics and professional judgement



02

Process & Control Orientation

Mapping processes (P2P, O2C, R2R); Writing SOPs; Embedding controls and risk checks



03

Technology & Data Literacy

Comfort with ERPs; Basics of RPA/automation; Reading and using dashboards



04

Analytics & Insight Mindset

Asking 'what is data telling us?'; Linking numbers to business decisions



05

Client & Global Skills

Communication; Handling escalations; Cross-cultural working and solution mindset



Challenges & How to Navigate Them



Cross-border compliance



Invest in understanding local regulations; partner with local firms for initial engagements



Data security & confidentiality



ISO certifications, GDPR, SOC compliance, robust IT infrastructure from day one



Time zone management



Overlapping shifts, clear SLA definitions, and asynchronous communication protocols



Cultural differences



Train teams on cross-cultural communication; assign client-facing leads with global exposure



Building trust remotely



Start small, deliver consistently, over-communicate; trust is built through consistent delivery



Talent retention



Create growth paths, invest in upskilling, build a strong culture beyond just compensation

Getting Started: A Practical Roadmap

1

Pick Your Niche

Start with what you know best — bookkeeping, tax and compliance, audit support. Don't try to do everything.

2

Build a Small Team

Hire 5-10 people with the right attitude. Train them on global standards, tools, and communication. ICAI programs are very helpful

3

Invest in Infrastructure

Secure IT setup, cloud-based tools, video conferencing. Clients need to trust your data handling.

4

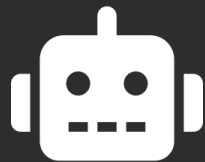
Get Your First Client

Leverage networks, diaspora relationships. Start with a pilot project, deliver exceptionally.

5

Standardise & Scale

Document SOPs, define SLAs, build quality checks. Then gradually expand services and geographies.



The AI Disruption

The Biggest Shift in Professional Services Since the Internet

What it means for outsourcing, for CAs, and what you should be doing right now

How AI Is Transforming Our World

What AI Can Already Do Today



Automate Bookkeeping & Data Entry

Invoice processing, bank reconciliations, expense categorisation — near-zero human effort



Draft Audit Workpapers

AI reviews transactions, flags anomalies, and prepares preliminary workpapers



Generate Financial Reports

Month-end narratives, variance analysis, and management commentary drafted in minutes



Compliance Monitoring

Continuous monitoring of regulatory changes, real-time risk flagging across jurisdictions



Tax Research & Preparation

AI-assisted tax position research, return preparation, and cross-border tax analysis

The Real Impact on Outsourcing

70%

of rule-based tasks will be automated by 2030

3x

productivity gains in report generation

50%

reduction in time for audit & compliance work

The question is not WHETHER AI will impact your work — it's whether you'll be leading the change or displaced by it

Managing the AI Disruption: Your Action Plan

EMBRACE

Start using AI now

- Get hands-on with AI tools — ChatGPT, Copilot, Gemini
- Use AI for drafting emails, summarising documents, researching regulations
- Automate your own firm's repetitive tasks first
- Experiment with AI-powered accounting tools



EVOLVE

Upgrade your value proposition

- Move from task execution to advisory and judgement roles
- Build AI-augmented service offerings for clients
- Develop expertise in AI governance, controls, and risk
- Train your teams — AI literacy is non-negotiable



LEAD

Shape the future

- Offer AI implementation consulting to clients
- Build AI centres of excellence within your firm
- Contribute to AI ethics and regulatory frameworks
- Position your firm as AI-forward, not AI-resistant

The CA who uses AI will replace the CA who doesn't. *AI won't replace CAs — but CAs who use AI will replace those who don't.*

How We're Responding at Pierian

Practical lessons from embedding AI across 2,000+ professionals



AI-First Delivery Model

Every new process design starts with the question: 'What can AI do here?' — humans handle judgement, exceptions, and client relationships



AI Training at Scale

Mandatory AI literacy programmes for all 2,000+ professionals — from basic prompt engineering to advanced analytics with AI tools



Automation COEs

Centres of Excellence for RPA and AI — identifying, piloting, and scaling automation across all service lines and client engagements



AI Governance Framework

Controls, review mechanisms, and quality checks for AI-generated outputs — because AI without governance is a liability



New Service Lines

AI implementation consulting, AI-augmented audit, and predictive analytics as services we now offer/will be offering to clients soon.

Our goal: 30% productivity improvement across all service lines within 2 years through AI integration





Lessons & Takeaways


23 Years of Building a Global Services Institution


What I wish someone had told me when we started — and what I hope will help you on your journey


Key Takeaways — Lessons from 23 Years


-  **Self-Belief & Perseverance**

Started small in 2002 with no certainty. Remained committed for two decades, reinvesting without monetising equity.
-  **Customer Centricity**

Good work builds trust, trust builds long-term relationships, relationships drive sustainable growth.
-  **Networking & Partnerships**

Growth has been collaborative — overseas operations, JVs, partnerships like Baker Tilly.
-  **Continuous Competency Building**

Process consulting, risk, analytics, technology — standing still is not an option.
-  **Technology as a Strategic Enabler**

Embedded to enhance efficiency, governance, and decision-making at every stage.
-  **Patience & Perspiration**

Real institutions are built over decades, not quarters. There are no shortcuts.

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Thank You

Let's Discuss

- What's holding you back from starting or scaling global outsourcing?
- Which service area feels like the best fit for your practice?
- How are you thinking about technology adoption in your firm?