

# Meridian Industrial Group plc

Where artificial intelligence pays off across the finance function — ranked by value, gated by how ready each process is, and mapped to deliverable CCH Tagetik Expert AI capability. Not "AI everywhere": the right moves, in the right order.

**4**

AI moves ready to capture now

**£134k**

Annual value pool across the assessed processes

**11**

High-value moves needing the foundation fixed first

## 01 Executive summary

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There is a real AI prize in this finance function — but it is **gated by process maturity**. AI applied to a standardised, automated process compounds value; applied to a manual one it simply automates the exception and entrenches the mess. This map separates the two: **4 moves are ready to capture now**, while **11 high-value moves require the underlying process to be fixed first**.

**4**

Ready now (do these first)

**£134k**

Annual value pool across assessed processes

**11**

High-value, gated on foundations

**28**

AI use-cases assessed

### The opportunity

Start with the ready-now moves — generated close commentary, intelligent reconciliation and matching, self-service analytics. They sit on processes already standardised enough to take them, deliver quickly, and build the team's confidence with AI. Every one maps to a named CCH Tagetik Expert AI capability AIS can stand up.

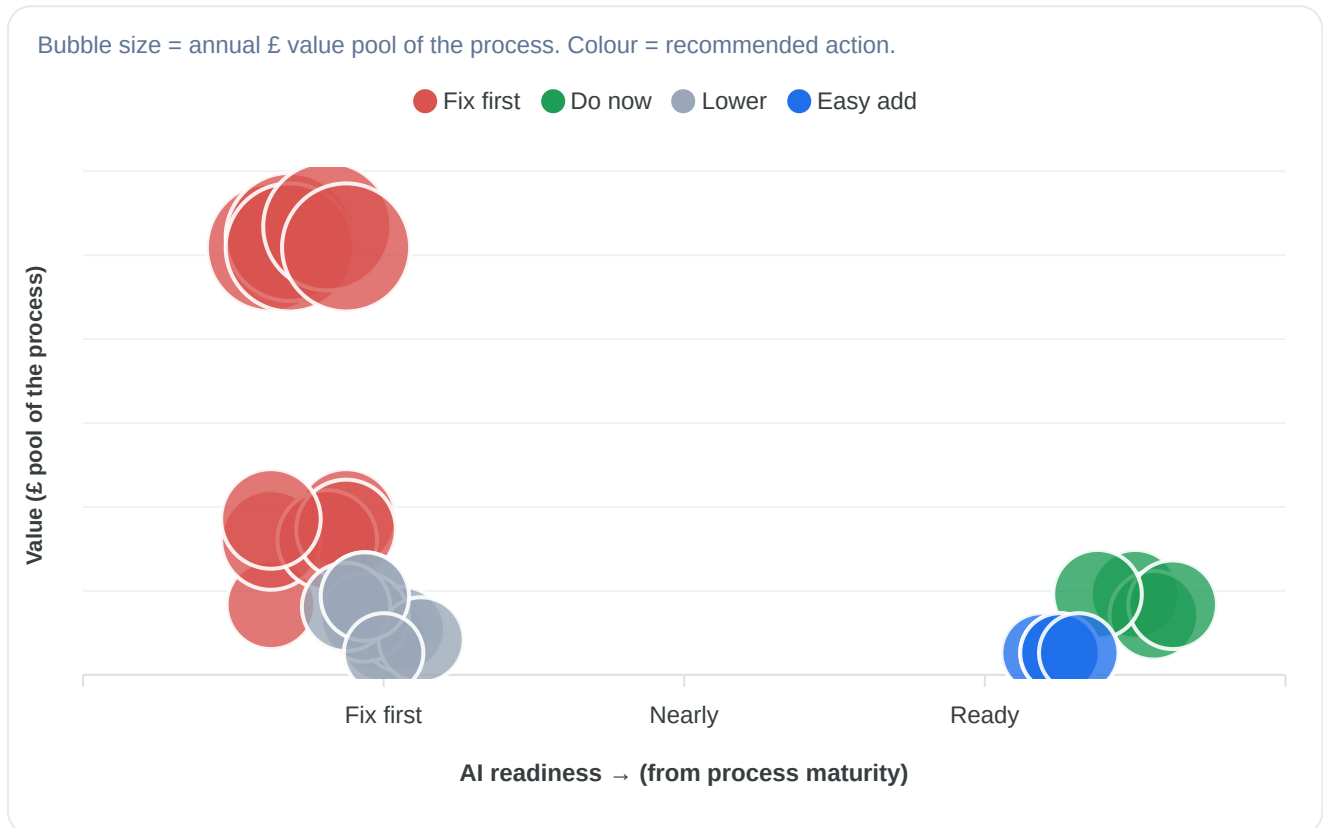
### The cost & the risk

The temptation is to chase the headline AI use-cases — predictive forecasting, anomaly detection — regardless of readiness. On a manual base they fail, burn budget and credibility, and "prove" AI doesn't work. The disciplined path fixes the foundation first; this is exactly the "80/20 AI problem" Tagetik's own Expert AI Readiness Program is built around.

Readiness is read directly from the maturity assessment in the companion Finance Value Report — so this map is grounded in how the group actually runs today, not in aspiration.

## 02 The map — value vs readiness

Every AI use-case placed by the value of the process it serves (vertical) against how ready that process is to take AI (horizontal). The top-right is where to act now; the top-left is high value but blocked on foundations.



### Reading the quadrants

**Do now** — high value, ready. **Fix first** — high value, not yet ready (standardise, then automate, then AI). **Easy add** — ready but smaller pools, fold in alongside. **Lower** — neither pressing nor ready.

### Why readiness gates value

AI learns from, and acts on, your process. If the process is inconsistent, the model has no stable pattern to learn and every output needs checking — so the saving evaporates. Maturity first, AI second, is not caution; it's how the value is actually realised.

### 03 Ready now — capture these first

These AI moves sit on processes already standardised enough to take them. They deliver quickly, need no foundational rework, and each maps to a deliverable CCH Tagetik Expert AI capability. This is where to start.

AI MOVE	PROCESS	VALUE / LEVER	EFFORT	ON TAGETIK
<p><b>Auto-generated narrative / board commentary</b> NLG drafts the pack commentary over the numbers; finance edits rather than writes.</p>	Reporting L3 · needs L3	£12k speed + quality	Low	✓ Copilot / Intelligent Disclosure
<p><b>Natural-language query ('ask your data')</b> Self-service answers in plain English — fewer ad-hoc reporting requests.</p>	Reporting L3 · needs L3	£12k speed/cost	Low	✓ Ask AI
<p><b>Self-service dashboard generation</b> Build and refresh dashboards/visualisations on demand — finance self-serves instead of queuing IT.</p>	Reporting L3 · needs L3	£12k speed/cost	Low	✓ Intelligent Analytics
<p><b>Automated variance &amp; root-cause analysis</b> Surface what drove a variance, not just that one exists.</p>	Reporting L3 · needs L3	£12k quality/insight	Med	✓ AI Driver-Based Analysis

#### Why these win

They are low-effort, high-confidence, and visible — generated commentary and intelligent matching take work off the team at month-end immediately. Quick wins here fund and build appetite for the bigger, gated moves once the foundations are in place.

## 04 Fix the foundation first

These are genuinely valuable AI moves — but the underlying process isn't ready. Pursuing them now would automate an unstandardised process and disappoint. Each becomes a "do now" the moment its process is lifted up the maturity ladder (the roadmap in the Finance Value Report).

AI MOVE	PROCESS	VALUE / LEVER	EFFORT	ON TARGET
<p><b>Auto-generated flux explanations &amp; close commentary</b> Draft the variance narrative for review instead of writing it from scratch.</p>	Close L2.3 · needs L3	£76k speed + quality	Low	✓ Ask AI / Copilot
<p><b>ML-assisted reconciliation matching</b> Auto-match high-volume transactions and propose matches for breaks.</p>	Close L2.3 · needs L3	£76k speed/cost	Med	✓ Transaction Matching
<p><b>Journal-entry anomaly detection</b> Flag unusual postings pre-close for error and fraud — risk-based assurance without more headcount.</p>	Close L2.3 · needs L4	£76k quality/insight	Med	✓ AI Anomaly Detection
<p><b>Predictive / driver-estimated accruals</b> Model recurring accruals from drivers rather than recomputing each period.</p>	Close L2.3 · needs L4	£76k speed/cost	High	~ Predictive Intelligence
<p><b>Close-risk prediction</b> Predict which entities/tasks will slip so they can be unblocked early.</p>	Close L2.3 · needs L4	£76k quality/insight	High	~ Process monitoring
<p><b>Anomaly highlighting in reports</b> Auto-flag outliers in the pack so attention goes to what matters.</p>	Reporting L3 · needs L4	£12k quality/insight	Med	✓ AI Anomaly Detection
<p><b>Automated accuracy &amp; bias diagnostics</b> Continuously diagnose error and bias and recommend corrections.</p>	Forecasting L1 · needs L4	£25k quality/insight	Med	~ Predictive Intelligence
<p><b>Continuous auto-refresh as actuals land</b> Forecast updates itself as actuals post — no manual re-forecast cycle.</p>	Forecasting L1 · needs L4	£25k speed/cost	Med	~ Predictive Intelligence
<p><b>Predictive / statistical baseline forecast</b> ML time-series produces the baseline forecast; planners adjust for what the model can't see.</p>	Forecasting L1 · needs L4	£25k speed + quality	High	✓ Predictive Intelligence

### The trap to avoid

The most-hyped use-cases — predictive forecasting, anomaly detection — cluster here, in Close, Reporting, Forecasting. Buying them before the process is standardised is the single most common way finance AI initiatives fail.

### The unlock

Deliver the Finance Value Report roadmap — standardise and automate these processes on one platform — and this entire column converts to ready-now value. The sequencing is the strategy.

## 05 Deliverable on CCH Tagetik · next steps

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This is not abstract. **19 of 28** use-cases map to a named capability in the CCH Tagetik Expert AI / Intelligent Platform — the platform AIS implements — with the remainder reachable via Microsoft Copilot or targeted models. The AI layer rides on the same platform that delivers the modernisation.

### Opportunities

- **4 moves to capture now** on a platform you'd already be standing up.
- **One platform, two layers** — modernise the process, then switch on the AI built into it.
- **A credible AI story for the Board** — grounded in readiness, not hype.

### Cost & risk to manage

- **Sequence discipline** — resist the gated moves until foundations are ready.
- **Data & governance** — AI needs clean, governed data; that's a benefit of the modernisation, not a separate project.
- **Change & trust** — adopt AI as assistive (draft-and-review) first to build confidence.

### Recommended next step

Run the Finance Value Report and this AI Opportunity Map together as one Board narrative: modernise the close-to-disclose cycle, capture the ready-now AI wins alongside, and convert the gated moves as each process matures. AIS can scope the first phase against your real numbers.

Illustrative example for Meridian Industrial Group plc, a representative group — not a real organisation. AI use-cases are AIS house IP cross-checked against the published CCH Tagetik Expert AI capability set; "native" = a named Tagetik feature, "partial" = via Microsoft Copilot, custom models or an adjacent capability. Readiness and £ value pools are drawn from the companion Finance Value Report. Prepared by AIS.