



## Tax and the CTO or CIO

Traditionally, disclosures in the annual report was the main publicity that tax received. Now, tax is progressively taking center stage as the subject of regulatory, media, and public scrutiny. In response, tax directors and their teams are changing emphasis from stewardship and operational activities to become catalysts for change by setting strategy and adding value as a business partner.

As a CTO or CIO, you are likely finding the tax perspective on your business challenges is becoming increasingly prominent. The pressures arise from external sources, particularly legislative changes, as well as internally from the business's day-to-day operations and strategic priorities.

## Emerging questions which the CTO or CIO should be prepared to address:

### Legislative

- New tax regulations are forcing changes to the technology priorities; how can I make sure the IT function adapts efficiently?

### Strategic

- How can I ensure that the tax function leverages technology to solve their compliance and reporting needs?
- How can tax help me balance being cost-averse while still providing innovation that's valuable to the business?
- How can tax contribute to the overall technology business case for enhancements?

### Operational

- How can tax help me enhance cost management and be more responsive to business demands?
- How can I work with the Information Technology Services budget group to allocate funds for essential emerging workstreams such as Tax Analytics?
- How can I structure my data to be efficiently accessible by tax?
- How can the ITS and tax functions work together more efficiently to deliver cohesive outcomes?
- What organizational initiatives (e.g. enterprise software deployments or upgrades) are planned and how will they impact tax?
- Are our existing technologies sufficient to address the tax function's compliance and reporting needs or do we need to make investments?
- Do I have the right people to get the job done as a "tax function of the future"?

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