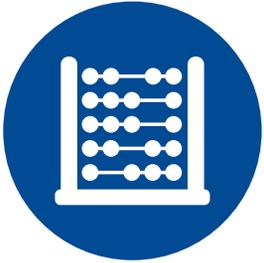




Tax + Technology

Propelling high-performance tax departments





It's anything but
business as usual.

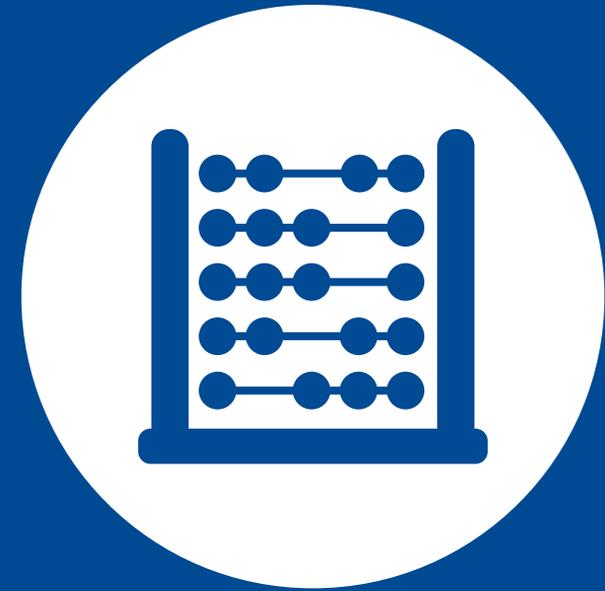


Deloitte leads clients through
transformational change



You choose the
starting point

It's anything but
business as usual.



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No matter the size of your business, managing today's tax function is no simple matter, especially when tax executive and tax department expectations, roles and responsibilities are changing rapidly.

It's a new world

While tax executives remain responsible for tax compliance, planning, reporting, and risk management, the increasingly global nature of business is changing the structure of companies and their operating models, creating new tax-related complexities, demands, and potential opportunities.

Tax risks are growing

Governments throughout the world are refining tax laws and increasing enforcement efforts. This trend is likely to continue, creating new tax risks and compliance requirements regardless of size, growth rate, or geographic footprint.

Meanwhile, commercial tax applications have come of age

Tax functionality in enterprise resource planning (ERP) systems has recently joined the ranks of mature enterprise applications, making it possible to integrate data across finance, operations, and tax. Businesses that succeed in deploying ERP tax technology now and building capability to use it may gain significant competitive advantage over late adopters.

And the CFO expects tax executives to do more with less

CFOs are holding tax executives and tax departments to new standards of performance, efficiency, cost-containment, and value delivered to the organization. Meeting the CFO's emerging expectations requires a transformation in what the tax function does and how it does it. It means enhancing processes for efficiency improving analytics capabilities to uncover insights and aid decision making, and building stronger partnerships across the organization. It requires deep knowledge of non-tax business functions, and skill in articulating tax planning concepts to a non-tax audience.

The desired outcome of transformation is a high-performing tax department. A high-performing tax department spends *less* time, personnel, and resources on tax compliance, planning, reporting, and risk management, thereby creating *more* time to deliver more value to the broader organization as a strategic partner. Becoming a high-performing tax department is essential to sustainable tax department transformation.

Are you ready to go beyond incremental change and get ahead of the trends shaping tax today?

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As a leading tax advisory firm, Deloitte can work with you to navigate the changes transforming your world – changes you see today and changes in store for tomorrow. We start by helping you analyze your organization’s strengths and define a future state that’s right for your company, and then we help you plan and implement transformational change leading to high-performance of the tax department in four categories:

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Tax data management

Tap into the vast quantities of enterprise data now available; manage it for accuracy, consistency, and timeliness; and make it available for tax compliance purposes and use by tax specialists. Use data to analyze and mitigate tax risks, evaluate possible tax planning opportunities, and model potential tax impacts of key business decisions.



Process improvement

Refine tax department processes to utilize enabling technologies. Gain improved operational and cost efficiency and faster time to results, through more effective resource utilization.



Automation and tax business intelligence

Use the broad functionality of tax and financial systems to automate tax processes and tax data management. Generate data-driven business insights and targeted tax risk mitigation plans.



Organization and skills enhancement

Enhance tax organizational structures to align with an evolving business model. Attract, develop, and retain people with the knowledge and skills to thrive in a rapidly changing business environment.

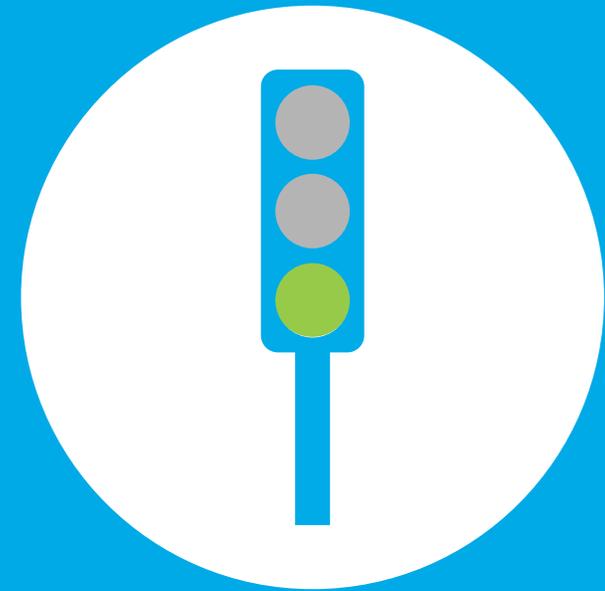
For high-performing tax departments, it's imperative that tax teams talk with technology teams, without translation.

A high-performing tax department relies on people who use data and technology.

It's imperative that tax teams talk with technology teams, without translation. Deloitte tax technologists are well-positioned to help because they span the two worlds, tax-technical and tax-technology, and bring to bear years of project implementation experience

We bring a disciplined approach to managing both large and small engagements that includes project management and performance measurements that provide leadership visibility throughout. Our specialists offer a wealth of knowledge about the intricate web of tax technical, tax technology, and business information systems issues that tax executives manage today. *We speak the language. No translation required.*

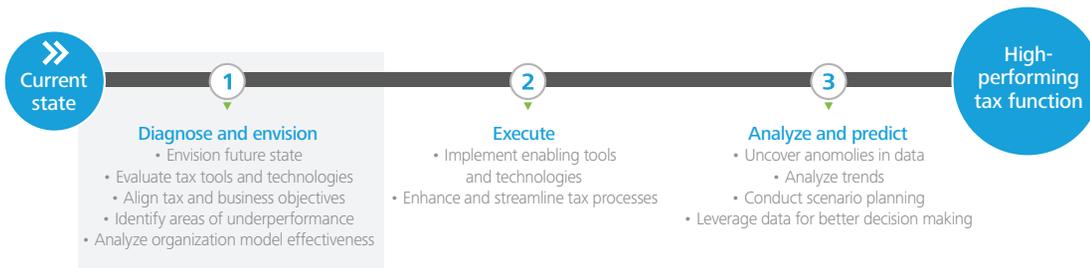
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Whether the issue is discrete tax compliance or something broader such as faster closing cycles or resource management, the issue you face today can be the launching point for tax transformation. With Deloitte’s innovative suite of services, we can quickly diagnose your challenges, assist in executing performance improvement plans, analyze current operations, and predict likely future outcomes (Figure 1).

Figure 1. An innovative suite of services for high-performing tax departments





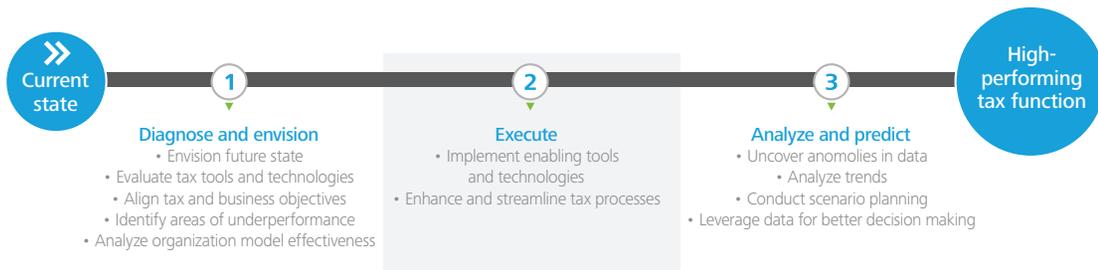
Tax Department Transformation

Diagnose and envision

How well does your tax function address stakeholder expectations and stack up against industry peers? Deloitte’s Tax Department Transformation specialists help you analyze root causes of your tax department’s challenges, explore potential improvement opportunities, and produce actionable plans to move to the next level. Our analysis focuses on:

- Understanding what a more efficient, value-added tax function means for your business and developing practical improvement plans.
- Providing a strategy that effectively blends personnel and resources to manage risk, reduce costs, and increase the overall strategic value of the tax function.
- Increasing adoption of new technology and decreasing resistance to change using leading practices in employee engagement and articulating the value of change.

By looking at the performance and objectives of your tax department in this way, we work with you to transform your tax function into an efficient, value-added partner to the broader enterprise.



Tax Technology Solutions

Execute

There are many options in the marketplace today for tax-specific technologies. Seeing how they integrate with your company's other systems and processes – before you make the investment – may save time and money. Also, seeing how different applications perform in a lab setting offers valuable insights into how the applications might perform in your organization's unique environment. We can assist you with review and improvement of:

- Alternative prototyping
- Software application demos
- Executive dashboards
- Solution interdependencies
- Technology analyses across your enterprise
- Automated and streamlined data collection
- Workflow management
- Data access and quality
- Tax risk and data management
- Process and resource management
- Tax planning

The default for most companies is to invest in implementing new generations of tax provision and compliance software. Yet issues often persist in data access and quality at the level of tax adjustments and calculations, where significant value may be overlooked. We can help you pursue the right balance of investments in new technology, data, and process improvements, making it easier to address regulatory requirements and capture a higher return on investment.



Tax Analytics

Analyze and predict

How can you gain more transparency into your organization’s data for tax purposes and, in turn, provide your stakeholders with critical business-planning tax information? Deloitte can help you explore the “art of the possible” through tax analytics – analyzing your organization’s data to identify patterns, uncover anomalies, and create potential value. Using tax analytics, your organization may be able to perform tax benchmarking, trend analysis, and predictive analysis to gain deeper insights into tax processes and profiles.

Analytics allows you to change your mindset from “what I need to do” to “what I need to know,” using enterprise data as the foundation for tax and finance decisions. Technology is essential to capturing and storing data and maintaining its integrity. Technology together with refined processes and policies enable you to harness your data and systems to improve efficiency and consistency. We can show you how tax analytics helps:

- Gain a forward looking perspective
- Discover and simulate data
- Predict what may happen and better understand what did happen
- Estimate the sensitivity of successful outcomes on changes to facts and circumstances
- Establish and use key performance predictors rather than just key performance indicators

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