



Securing tomorrow today

Realising the benefits of integrated process delivery

Andy Gwyther – Deloitte UK
Dave Wright – Deloitte UK
Gino van Hoornyck – Deloitte Belgium



Contents

Introduction

Case study 1: Deloitte GTCE

Case study 2: real estate business

The future: what's coming?

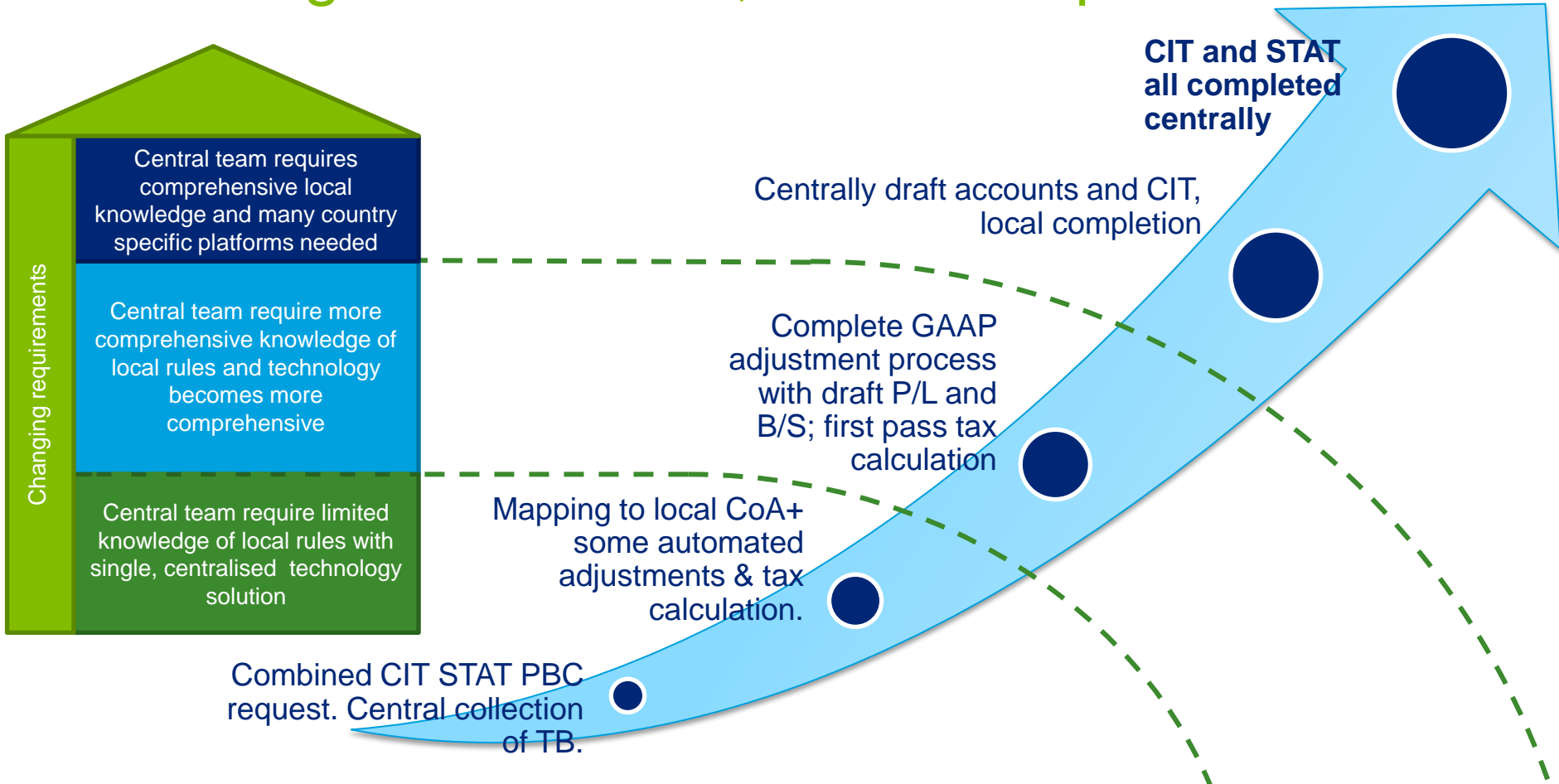
Drivers for change

- Increasing complexity of reporting requirements and new rules
- Centralising of finance technology landscape
- Centralising of finance teams and shared services centres
- Outsourcing of finance functions
- Technology advancement
- Desire to reduce cost

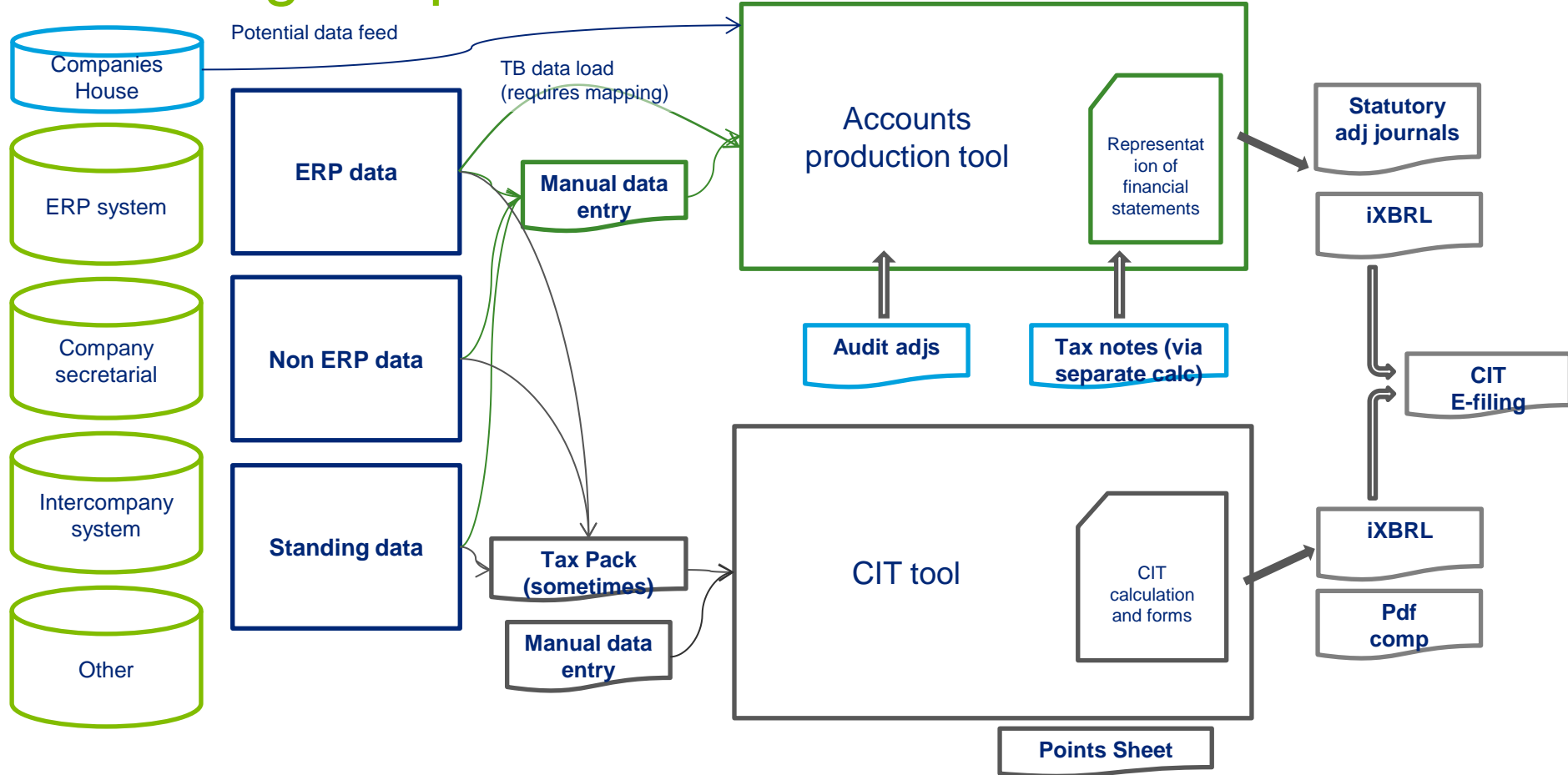
What are the challenges of centralisation

- Defining a common process
- Language requirements
- Training and knowledge of local rules and requirements
- Technology immaturity
- Lack of standard local software across countries
- Local rules specifically requiring local resources

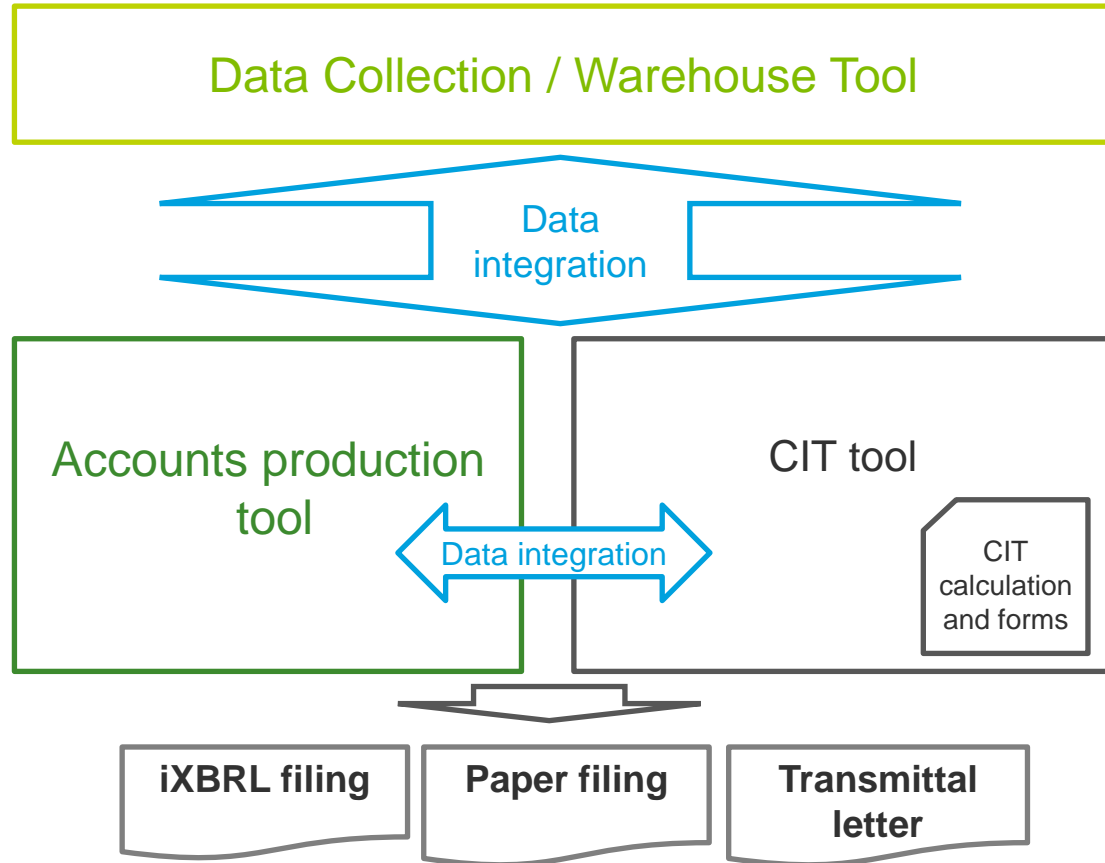
Achieving a centralised, combined process



Non-aligned process



Integrated process

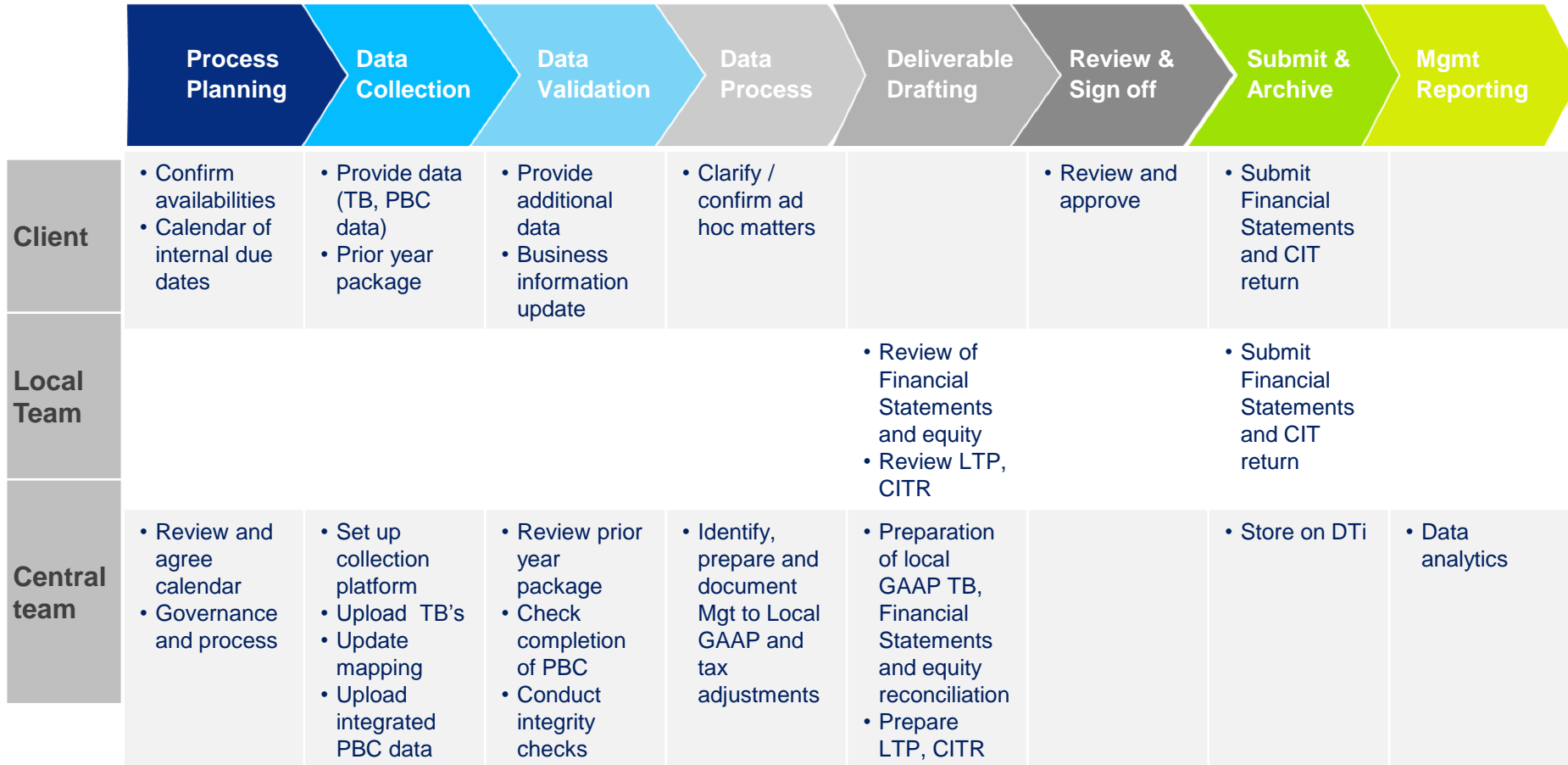


Case study

Deloitte GTCE



Process



Deloitte Global Tax Centre Europe



20% of the Centre's population sits in Hyderabad, India



200⁺ CLIENTS

30 are large accounts covering Europe and the globe

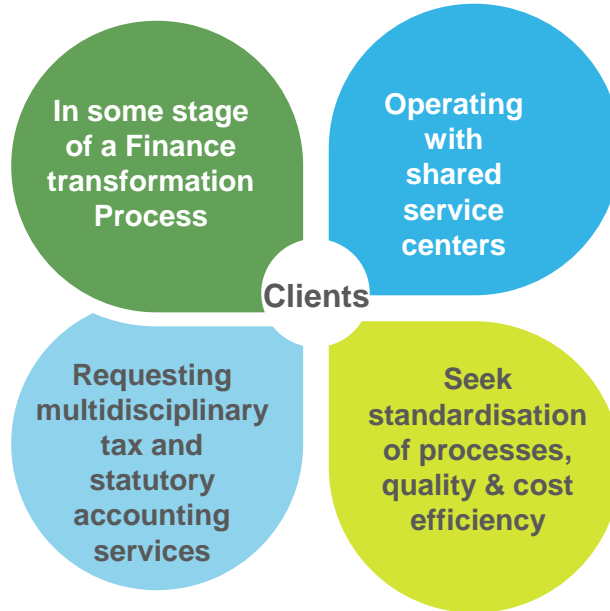


145⁺ EMPLOYEES

Including people of 16 different nationalities

25⁺

+ LANGUAGES SPOKEN



30,000⁺ INDIRECT TAX RETURNS PER YEAR

750⁺ STATUTORY ACCOUNTS PER YEAR

1,300⁺ DIRECT TAX RETURNS PER YEAR IN 40 COUNTRIES



**ISAE 3402
certified**

(former SAS 70)

Enabling technology

Deloitte conversion tool

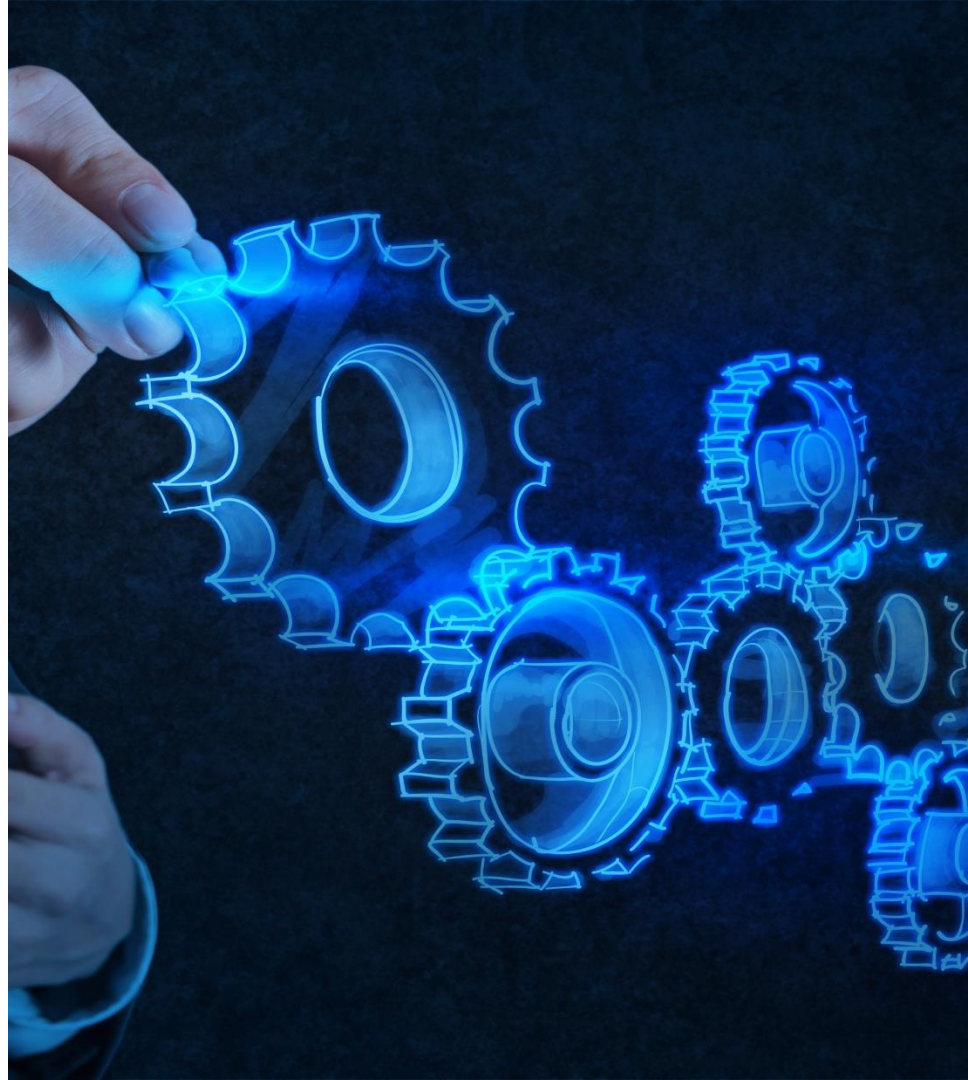
Benefits	Features
Reduce risk	<ul style="list-style-type: none"> A single pre-configured solution that provides reconciliation from MGT Gaap to Local Gaap, eliminating unwieldy and error prone spreadsheets
Achieve greater visibility	<ul style="list-style-type: none"> Get all the information you need on a real time basis, drill down whenever you need to see source documentation
Save time	<ul style="list-style-type: none"> Features such as automated checks and flexible import and export functionality eliminates manual tasks and speed up reporting
Ensure standardization	<ul style="list-style-type: none"> A tool specifically built to support the GAAP conversion that enables standardization of the reporting process and conversion methodology
Improve consistency	<ul style="list-style-type: none"> Provides consistent reporting across all countries with country specific templates that produces standardized calculations and schedules
Minimizes on going report maintenance	<ul style="list-style-type: none"> A self service reporting engine that makes data easily accessible and provide the ability to run real time customized reports

The screenshot displays the Deloitte Balance Sheet 2011 - English interface. The main table shows the following data:

Accounts	2011	2010
ASSETS	0,00	0,00
A Fixed assets	0,00	0,00
Intangible fixed assets	0,00	0,00
1 R&D expenses, concessions, patents, trade marks, licences,	0,00	0,00
2 Goodwill	0,00	0,00
3 Other intangible assets	0,00	0,00
4 Payments on account of intangibles	0,00	0,00
IV Tangible fixed assets	0,00	0,00
1 Land (including right to perpetual usufruct)	0,00	0,00
2 Buildings, premises, civil and water engineering structures	0,00	0,00
3 Fixtures and fittings, machinery and production trade equip...	0,00	0,00
4 Transportation fixed assets	0,00	0,00
5 Other tangible fixed assets	0,00	0,00
Furnitures in office	0,00	0,00
Technical equipment of the office (fixed installations)	0,00	0,00
6 Tangible fixed assets in course of construction	0,00	0,00
7 Payments on account of construction contracts	0,00	0,00
III Long - term receivables	0,00	0,00
1 Intercompany receivables	0,00	0,00
2 Trade receivables	0,00	0,00
IV Long - term investments	0,00	0,00
1 In property	0,00	0,00
2 In intangible assets	0,00	0,00
3 Long - term financial assets	0,00	0,00
a) Intercompany long - term financial assets	0,00	0,00
- shares	0,00	0,00
- other participations	0,00	0,00
- loans granted	0,00	0,00
- other long - term financial assets	0,00	0,00
b) Trade long - term financial assets	0,00	0,00
- shares	0,00	0,00
- other participations	0,00	0,00
- loans granted	0,00	0,00
- other long - term financial assets	0,00	0,00
4 Other long - term investments	0,00	0,00
V Long - term prepayments and accruals	0,00	0,00
1 Deferred tax assets	0,00	0,00
2 Other prepayments and accruals	0,00	0,00
B Current assets	4.482.518,27	0,00
II Inventories	0,00	0,00
1 Raw materials	0,00	0,00
2 Work in progress	0,00	0,00
3 Finished goods	0,00	0,00
4 Goods for resale	0,00	0,00
5 Advance payments	0,00	0,00

Case study

Real estate business

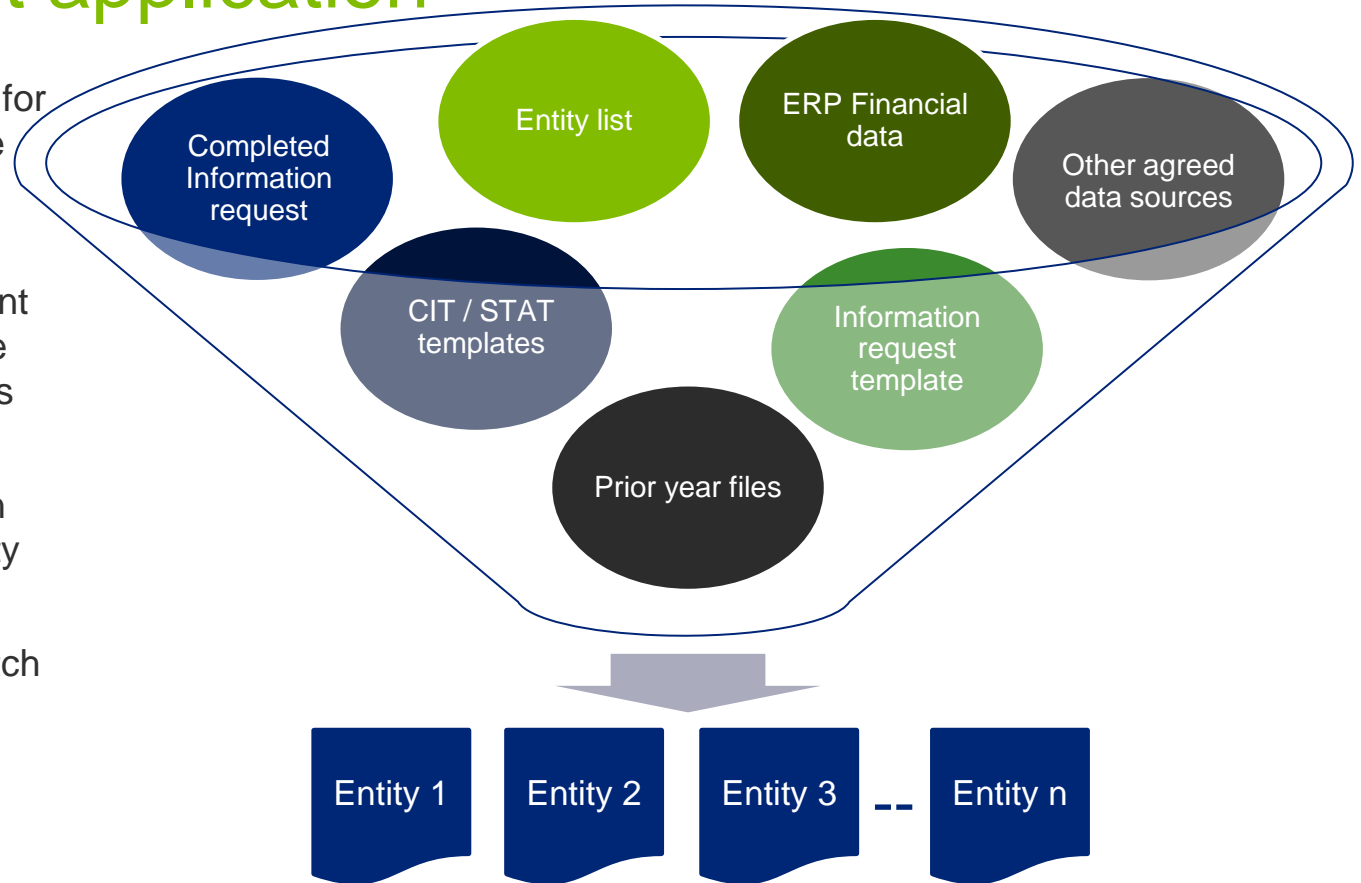


Case study

Country	CIT Returns	Stat. accounts	Combined Information Request	Centralised CIT	Centralised STAT
Austria	2	2	Y	N	N
Belgium	24	24	Y	Y	Y
Czech Republic	32	32	Y	Y	Y
France	206	207	Y	Y	Y
Germany	117	13	Y	Y	Y
Hungary	33	33	Y	Y	Y
Italy	33	33	Y	Y	Y
Luxembourg	300	298	Y	Y	Y
Netherlands	181	201	Y	Y	Y
Poland	93	102	Y	Y	Y
Romania	4	4	N	N	N
Slovakia	16	16	Y	Y	Y
Spain	33	32	Y	Y	Y
Sweden	15	15	Y	Y	Y
UK	120	48	Y	Y	Y

Management application

- Managing the process for many entities would be time consuming if undertaken manually
- A bespoke management application controls the process and automates repetitive tasks
- It allows batch creation and processing of entity files.
- Data is gathered in batch



Information request (PBC) process

	A	B	C	D
1	Country	United Kingdom - Branch		
2	Country code	UK (NRs)		
3	Filing country code	GB		
4	Automate central data	Yes		
5	Generate request			
6				
7				
8				

Automated generation of request for a country

Information request template defines which data items are required in the information request for each country.

Master data list															TEMPLATE ENTITY COLUMN							
12/09/2013 18:18		ID	Legal team	Category	Expected format	Mandatory / Optional	Expected company type	C	H	P	S	F	E	L	N	D	A	B	S	U	UK (NR Ls)	
Standing data																						
7	legal_s_20		Full legal entity name	General	Text	Mandatory	All	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Automated
8	legal_s_21		Short legal entity name	General	Text	Mandatory	All															Automated
9	legal_s_22		Name of Komplementariusz if applicable	General	Text	Optional	All															Automated
10	legal_s_30		Incorporation date of the company (DD/MM/YY)	General	DD/MM/YY	Mandatory	All	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Automated
11	legal_s_40		Registration number per the chamber of commerce register	General	Text	Mandatory	All	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Automated
12	legal_s_50		City in which the Chamber of Commerce of the Company is seated	General	Text	Mandatory	All	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
13	legal_s_60		Registration address: Street Number	General	Numbers	Mandatory	All	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
14	legal_s_61		Registration address: Street	General	Text	Mandatory	All	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
15	legal_s_70		Registration address: Postcode	General	Text	Mandatory	All	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
16	legal_s_80		Registration address: City	General	Text	Mandatory	All	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
17	legal_s_90		Registration address: Voivodeship (województwo)	General	Text	Mandatory	All	✓	✓													
18	legal_s_100		Registration address: County (powiat)	General	Text	Mandatory	All	✓	✓													
19	legal_s_110		Registration address: Community (gmina)	General	Text	Mandatory	All	✓	✓													
20	legal_s_120		Registration address: Country	General	Text	Mandatory	All	✓	✓													
21	legal_s_121		CNAE and Description of the activity (CIT)	General	Text	Mandatory	All	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
22	legal_s_122		CNAE and Description of the activity (AA)	General	Text	Mandatory	All						✓									
23	legal_s_130		Date of registration by the Court of the company (this is different to the incorporation date)	General	DD/MM/YY	Mandatory	All	✓														

Structured data: Each data item is tagged to support the ability to automate

Financial statement disclosures

	2011.1.1 - 2011.12.31	Eltelő év(ek) módosításai	2012.1.1 - 2012.12.31
1. Belföldi értékesítés nettó árbevétele	-	-	-
2. Export értékesítés nettó árbevétele	-	-	-
I. Értékesítés nettó árbevétele	-	-	-
3. Saját termelésű készletek állományváltozása	-	-	-
4. Saját előállítású eszközök aktívált értéke	-	-	-
II. Aktívált saját teljesítmények értéke	-	-	-
III. Egyéb bevételek	-	-	-
Ebből: visszatért értékesítés	-	-	-
5. Anyagköltség	-	-	-
6. Igénybe vett szolgáltatások értéke	-	-	4,828.00
7. Egyéb szolgáltatások értéke	-	-	232.00
8. Eladott áruk beszerzési értéke	-	-	-
9. Eladott (közvetített) szolgáltatások értéke	-	-	-
IV. Anyagjellegű ráfordítások	-	-	5,060.00
10. Bérköltség	-	-	-
11. Személyi jellegű egyéb kifizetések	-	-	-
12. Bérjárulékok	-	-	-
V. Személyi jellegű ráfordítások	-	-	-

The pre-formatted financial statements are automatically populated based on the uploaded TBs and Information requests

Benefits

- Cost reduction
 - Reduction in per-entity costs
 - Reduction in loan staff costs
- Increased efficiency
 - Client time on data provision significantly reduced
 - Automated reporting of data items across entities
 - More streamlined working SSC
 - Automation of associated processes (Tax payments and AGM production)
- Improved quality
 - Improvement in quality and compliance with local rules
 - Reduction in late filing penalties and re-filings
 - Additional data controls and checks

The future
What's
coming?





Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee (“DTTL”), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as “Deloitte Global”) does not provide services to clients. Please see www.deloitte.com/about for a more detailed description of DTTL and its member firms.

Deloitte provides audit, tax, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries and territories, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. Deloitte’s more than 200,000 professionals are committed to becoming the standard of excellence.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collectively, the “Deloitte network”) is, by means of this communication, rendering professional advice or services. No entity in the Deloitte network shall be responsible for any loss whatsoever sustained by any person who relies on this communication.[]