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The management
of tax: securing
tomorrow today

Closing
comments

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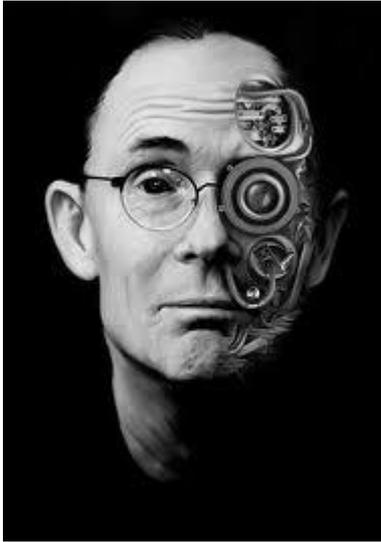
Securing tomorrow today



Dr Alan Kay

*The best way to predict the future
..... is to invent it!*

Securing tomorrow today



William Gibson

*The future has already arrived
..... It's just not evenly distributed yet*

Aspects of the management of tax

Plenaries

- Organisation and operations – *setting up for success*
- Technology – *the future of tax technology*
- Resourcing models – *the evolving approach to resourcing*

Breakouts

- Four from fourteen real life case studies
- Companies – advisors – tax technology vendors

The strategic challenge – one perspective

“That is a good, low competitive rate”

“There is an important international agenda here about greater transparency”



“Fair rules of the road for governments and business to obey”

“There are moral questions about whether we want to encourage that behaviour”

Setting up for success - conclusions

1. Secure **board endorsement** for your strategy based on an informed analysis of your options, appetite for risk
2. Proactively manage the **key risks** to the delivery of your strategy
3. Ensure you have the **capability** (i.e. the people, processes and systems in Tax and the wider organisation) to realise the strategy and manage associated risks
4. Pursue an ongoing drive for **operational efficiency** through streamlining processes, leveraging alternative delivery models and harnessing technology
5. And look to the future and the possibilities that **big data** and other opportunities can provide

Technology

1. Cloud
2. Analytics
3. Mobile
4. Social
5. Cyber

The future of tax technology - conclusions

1. Pace of change will not relent
2. Think about current state v desired state
3. Consider the overall architecture
4. Make a manageable plan!

Resourcing models - the balancing act

Resourcing decisions involve a balance of different objectives:

- Centralisation v local expertise
- Location: on, near and far shoring
- Insourced v outsourced personnel
- Degree of automation

Main drivers/objectives

- Quality and control
- Efficiency and cost reduction
- Adding value to the organisation

Resourcing - creating the vision

DELIVERY MODEL

- Business model complexity
- Centralised or decentralised local reporting
- Outsourced or insourced: envisaged roles & responsibilities
- Desired scalability

PROCESSES & SYSTEMS

- Degree of standardization & harmonization
- Audit trail / internal control possibility
- Data integrity and structure
- System architecture
- Reconciliations

ORGANISATION

- Governance
- Available resources: skills & location
- Risk management
- Communication
- Change management

COST

- Cost of delivery:
 - impact of processes & systems;
 - impact of resourcing model
- Recurring outsourcing cost:
 - Regional
 - Global
 - By tax type





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