

Background

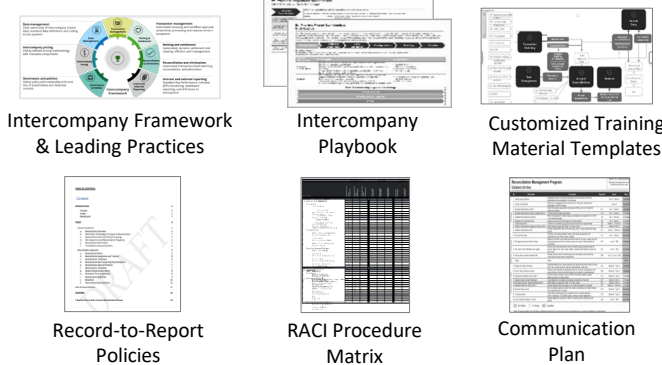
Today more than ever, businesses are looking to transform their end-to-end intercompany (IC) program to streamline processes, enhance data, reduce risks, and improve efficiencies. Deloitte's Intercompany Transformation services advise on and assist organizations with assessing opportunities for enhancement, implementing technology platforms, and transforming business processes to meet requirements across controllership, tax, and treasury.

Common client challenges

- No centralized system to track intercompany transactions
- Out-of-balance intercompany accounts
- No enterprise-wide intercompany guiding policy and process
- Reduced transparency and standardization due to siloed business segments
- Complications in reconciliation and reporting due to mixed booking of intercompany and third-party transactions
- Limited controls to manage master data changes across disparate systems
- Large transfer pricing-related compensating adjustments and difficulties assessing VAT and complying with jurisdiction invoicing requirements, including elnvoicing

Why Deloitte

We founded our Intercompany Center of Excellence as a hub for consolidating the know-how developed from our experiences across diverse clients. This reservoir of collective knowledge is synthesized into our intercompany framework, leading practices, tools, and accelerators. Our differentiator is the ability to bring our cross-functional team capabilities (i.e., controllership, global tax, transfer pricing, and treasury).



Deloitte's extensive experience and strong relationships across various technology platforms and alliances position us as a trusted advisor for organizations seeking competitive advantage.

Deloitte is named BlackLine Intercompany Partner of the Year for 2023, 2022 and 2021.



Illustrative Intercompany Framework



Deloitte's Intercompany Transformation approach

We work with organizations to perform the following activities:

IC Maturity Capability & Visioning Lab

- Identify your high-level current state baseline
- Showcase technologies/leading practices
- Walkthrough Deloitte IC framework to define maturity level
- Establish vision statement for future state

IC Assessment

- Deep dive into each intercompany area to uncover potential issues and root causes
- Perform detail analyses on IC data, processes, operating model, and policies
- Propose tactical and technological recommendations and build a future state roadmap

IC Implementation

- Design the future state of intercompany processes, data structure, system integration, operating model, and policies
- Configure, implement, and deploy selected technology platform across the organization based on the global IC functional requirements

IC Program Transformation

- Evaluate and outline **global IC policy & governance processes**
- Establish a cross-functional IC **Center of Excellence (CoE)**
- Establish and **monitor Key Performance Indicators (KPIs)** to track progress
- Evaluate and update **business process flows**
- Evaluate and resolve **historical intercompany out-of-balances**, including assessing **tax impacts**
- Design **IC data model**

Intercompany blog posts

- [Lessons from the real world: Intercompany transactions](#)
- [Putting intercompany accounting on the straight and narrow](#)
- [Intercompany accounting and process management: Survey results](#)
- [Improving intercompany accounting transactions](#)
- [Transforming intercompany transactions accounting](#)
- [Intercompany accounting framework and leading practices](#)
- [Base erosion and anti-abuse tax reform challenges to intercompany accounting](#)
- [Intercompany profit-in-inventory reporting](#)

Leadership and points of contact (POC)

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