



Work

The **type of work** Tax may be doing in the future

You may see more.. You may see less..

- Work that is **exception-based**, where humans get involved when investigation is required
- Work that is **purpose-driven**
- **Automated reconciliation** processes that are faster and more accurate
- **Real-time dynamic reporting**, visualized using dashboards with automated commentary
- **Self-service** reporting
- **Targeted analytics** based on business needs that leads to actionable change
- Faster and more accurate **predictive modelling and forecasting**
- **Chatbots** handling questions that were once delegated to analysts, taking hours instead of days to respond
- **Transactional** accounting activities and manual processes
- Work that is **schedule-driven**
- **Manual reconciliation** processes prone to human error
- **Static, retrospective reporting** prepared at month end
- **Tax distributing reports** to the business
- **Generic insights** pushed to the business with no alignment to the organizational strategy and business needs
- Fragmented, statistical models and **reporting after the fact**
- Analysts using **Excel to manually consume and transform large amounts** of raw data to uncover insights



Workforce

The **workforce composition, skills and capabilities** required

You may see more.. You may see less..

- **Business partnering/ consulting** mindsets and advanced problem-solving skills
- **Storytelling and creativity**, taking stakeholders along the journey by turning insight into impactful, visual decision support
- **Diversity in education backgrounds** (e.g. digital IT, engineering, data science, communications)
- An **agile operation** that embeds tax workers in the business
- **Data scientists and data engineers** driving analysis and actionable insight with cognitive technologies
- Changes in the **nature of careers**, including reduced job tenure and faster skill redundancy
- **Difficulty in dealing with ambiguous problems** and situations
- **Spreadsheets**, tables and text-heavy explanations
- **Core accounting and finance degrees** as well as skills and capabilities geared toward **repeatable process-driven roles**
- **Disunion** between the tax department and other functions of the business
- **Traditional tax accountants and compliance professionals**
- **Permanent, homogenous careers**



Workplace

The **structures, tools and environments** to enable the worker to create value in the future

You may see more.. You may see less..

- Roaming, mobile teams that work in a **range of physical environments**
- **Robots answering questions** with spoken natural language, charts, and graphs, having a multi-sensory presence in the workplace
- **Scalable tax functions** leveraging internal and external networks and delivery models
- **Flat organizational structures** and a growing trend away from process roles to **high-performing teams**
- Smart and frictionless **remote/virtual work spaces** set up to foster safety, health and wellness
- A **nimble and innovative culture** catering to flexible work arrangements
- Real-time access to documents and data through **collaboration platforms**
- **Stationary teams** where the working day is bound by geography or physical constraints (i.e. offices)
- **Robots having a passive presence** in the workplace
- Tax functions relying primarily on **in-house staffing**
- **Hierarchical, siloed organizational structures**
- **Traditional office spaces**
- Organizations that are **restrictive** and **slow to react**
- Documents stored on **separate drives** or individual desktops

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