Reimagining your tax operating model

What will it take to prepare for the future now?

Understand the challenges your organization faces

The pressure to understand and comply with new tax laws is a primary challenge for tax departments, but having the right team and keeping up with technology improvements are also significant operational challenges.

What is your tax department’s most significant operational challenge?*

- Understanding and complying with new tax laws: 51%
- Finding, maintaining, and training qualified talent: 22%
- Keeping up with technology improvements: 16%
- Other: 11%

Be open to exploring change

More than 85% of respondents have explored various options to transform their operating model.

Which operating model change, if any, has your organization explored?*

- Outsourcing: 26%
- Tax technology enhancements: 25%
- Process automation: 25%
- None: 14%
- Center of excellence/shared service center: 10%

Identify the skills you need on your tax team

More than half of respondents cited business knowledge and data analysis as the most critical skills for their teams to cultivate.

Besides tax technical knowledge, what is the most critical skill for your tax team to cultivate?*

- Business/operational knowledge: 28%
- Data analysis: 26%
- Process design/enhancement: 18%
- Technology management: 15%
- Communication: 13%

Get serious about technology

More than half of respondents classify their tax function as static or reactive, using limited technology or only standard desktop technology (e.g., Excel).

Where do you believe your tax function falls on the technology maturity curve?*

- Reactive: We use standard desktop technology. 40%
- Static: We use limited technology. 15%
- Progressive: We have integrated enterprise and tax solutions. 9%
- Proactive: Our function utilizes a portfolio of tax applications. 36%

*Source: More than 1,200 respondents participated in poll questions during a July 24, 2018 Deloitte Dbriefs webcast titled, “Digital transformation and tax reform: Time for a new operating model?” Respondents work in a range of sectors including retail, technology, financial services, health care, and energy. Answers have been rounded to the nearest whole percent.