

# Tax Transformation Labs

## Helping you lead change in your Tax Department

Focus  
Prioritize  
Mobilize



# Constant challenges for your Tax Department

## Sound familiar?

As a Tax Executive  
I have vision for the  
department but I need an  
**action plan!**

We have to  
**drive down  
costs**  
and be more efficient.

There's been a  
**lot of change in  
our company!**  
We have to rethink our  
department's role.

We are just viewed  
as a cost center – we  
**need to add  
more value.**

I need to **align my Tax  
professionals and  
our stakeholders**  
and get them to help  
**drive the transformation**  
of our Tax department.

Can't we spend  
less time  
**dealing with  
bad data**  
and add real value?

We need a plan to  
**better manage our risks**  
and take advantage of  
the talent on our team.

Our company is  
**adding a new  
ERP system.**  
How does Tax influence  
the implementation?

# The TTL Experience

Your issues

Your goals

Your action plan

# Deloitte Tax Transformation Labs

Your issues → Your goals → Your action plan

**Today's Tax executives** play a diverse and challenging role and are under increasing pressure to deliver value to their organization.

You must be able to understand the challenges you face, and then determine your priorities and develop and execute an action plan.

→ **As a Tax Executive, you need to:**

- **Choose your path** – you know what needs to be fixed
- Gain **buy-in and commitment** from your department and your stakeholders
- Have a truly **actionable plan** - not just more information
- Start to **energize your team around a common vision**
- **Do it quickly** – without weeks of meetings, forms, and slide decks
- Limit your investment – in time and dollars – and **have a true ROI**
- **Transform your department** while you maintain day-to-day operations



# The Basics

## The Deloitte Tax Transformation Lab experience

**WHAT:** The Tax Transformation Lab is a one-day live interactive session to help Tax executives focus, prioritize and mobilize their department's transformation.

**WHY:** Improve operations, provide more value, and increase the effectiveness and influence of the Tax department.

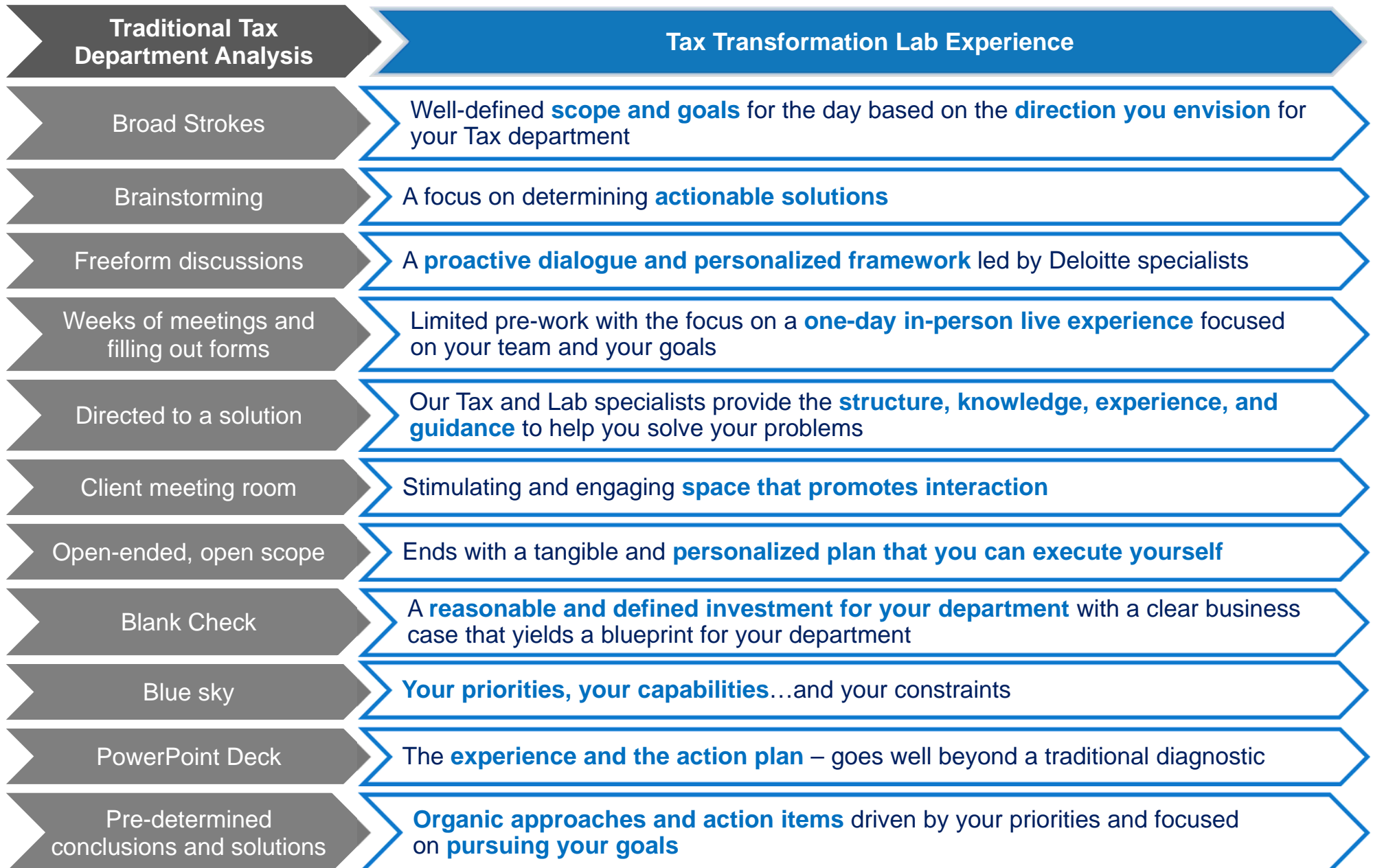
**WHO:** Tax executives who are looking to gain alignment and engage their department behind a common vision.

**HOW:** Utilizes the *Deloitte Lab* featuring research-based content and immersive methods and exercises led by experienced Tax facilitators.

**WHERE:** The offsite Lab experience can be held at Deloitte University as well as in NYC, DC, Chicago, and San Francisco.

**You leave the one-day experience with a clear and achievable action plan, along with the internal buy-in and blueprint to pursue your goals.**

# Why is The Lab Experience Unique?



# A Day in the Lab

Focus

Prioritize

Mobilize

# The Tax Transformation Lab Process

## Focus > Prioritize > Mobilize



### FOCUS

Help you and your Tax team define and articulate your vision.



### PRIORITIZE

We will work with you to prioritize opportunities to pursue your vision.



### MOBILIZE

Assist you in developing an action plan to pursue your shared vision, with specific milestones, due dates, and owners.



# A Day in the Lab: Focus > Prioritize > Mobilize

## 1 DEFINE YOUR VISION

**Focus:** A shared vision of key characteristics that define your department in 3-5 years.

Limited pre-work is leveraged to provide a personalized and valuable experience.

## 2 UNDERSTAND PERSPECTIVES AND EXPECTATIONS

**Focus:** Gain insight into perspectives from Tax stakeholders and customers, e.g. the CFO, Business Unit Leads, etc.

## 3 ASSESS YOUR EFFECTIVENESS

**Prioritize:** Confirm the key competencies of the Tax department and determine where there are opportunities to improve your performance or create more value for the business.

## 6 CONFIRM YOUR COMMITMENT

**Mobilize:** Identify areas of confidence and concern relative to executing against your initiatives. Commit to specific actions as individuals and a team to move toward your vision.



## 5 DEVELOP INITIATIVES AND MOBILIZE

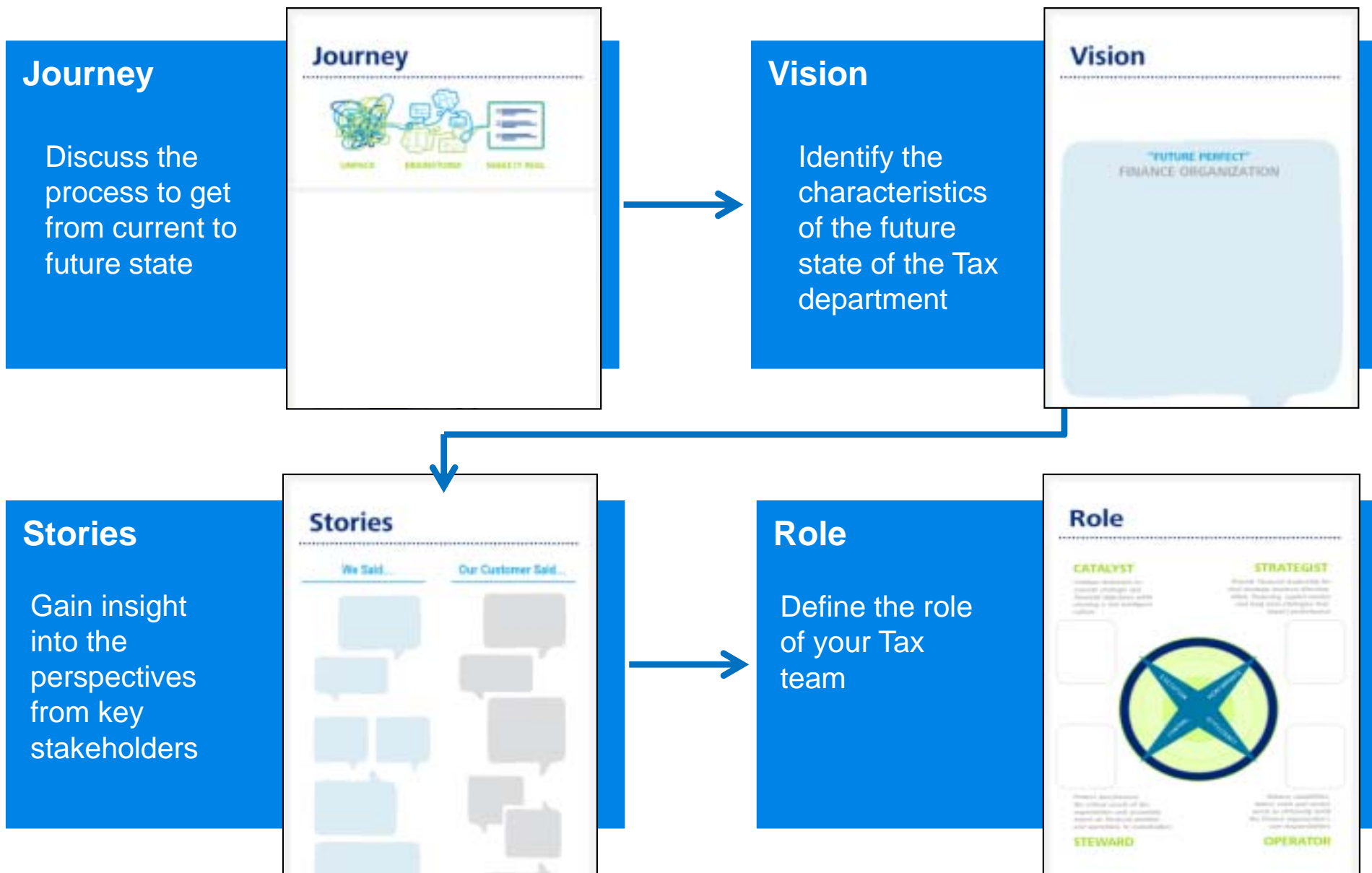
**Mobilize:** Dig into root causes and identify potential approaches to address high priority competency areas. Develop an action plan with key milestones and owners.

## 4 PRIORITIZE OPPORTUNITIES

**Prioritize:** Consider your vision for the future Tax department and prioritize a subset of competencies to focus on based on the potential value to the organization.

# The TTL Live Experience

**Focus** > Prioritize > Mobilize



# The TTL Live Experience

Focus > **Prioritize** > Mobilize



## Competencies

Validate the capabilities and enablers of your department and organization



## Opportunities

Identify your key areas and potential opportunities for improvement

The 'Opportunities' phase is represented by a table for assessing current states and identifying opportunities. The table has the following structure:

COMPETENCY	CURRENT STATE ASSESSMENT					OPPORTUNITY
	SKILL RELEVANCE	PEOPLE ENG.	POLICY COMPLIANCE	BUSINESS PERFORMANCE	COMPL.	
Tax Planning						
Cash Management & Forecasting						
Process Automation						
Process Automation						
Reporting and Controls						
Reporting and Controls						
Reporting and Data Tools						
Reporting and Data Tools						
Reporting and Data Tools						
Reporting and Data Tools						

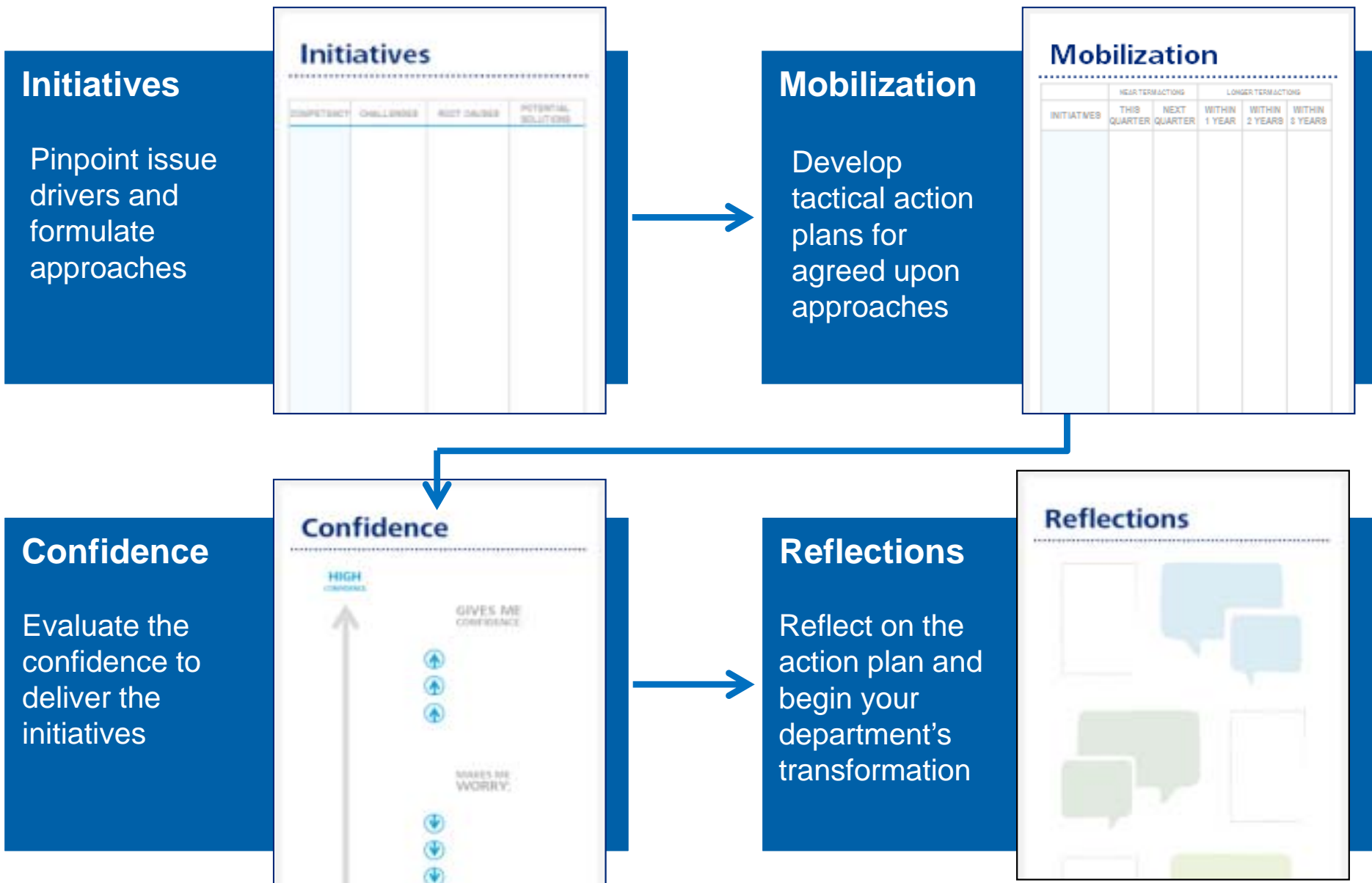
## Priorities

Prioritize the opportunities



# The TTL Live Experience

Focus > Prioritize > **Mobilize**



# The Next Day...

## What happens after your TTL experience

1. Start to **execute against your action plan!**
2. Leverage the bonds made with your team in The Lab to **drive the transformation**
3. Deloitte Tax periodically follows-up to check on your progress and **help with accountability and timelines**
4. Hold **regular touch points with your team** to stay on track and celebrate successes
5. Begin to share **your achievements with your stakeholders.** Show the new value you are bringing to the organization
6. As solutions for initial priorities are completed, you can then start to **focus on next level issues identified in The Lab**



Q&A and  
next steps



# Tax Transformation Labs Open Discussion

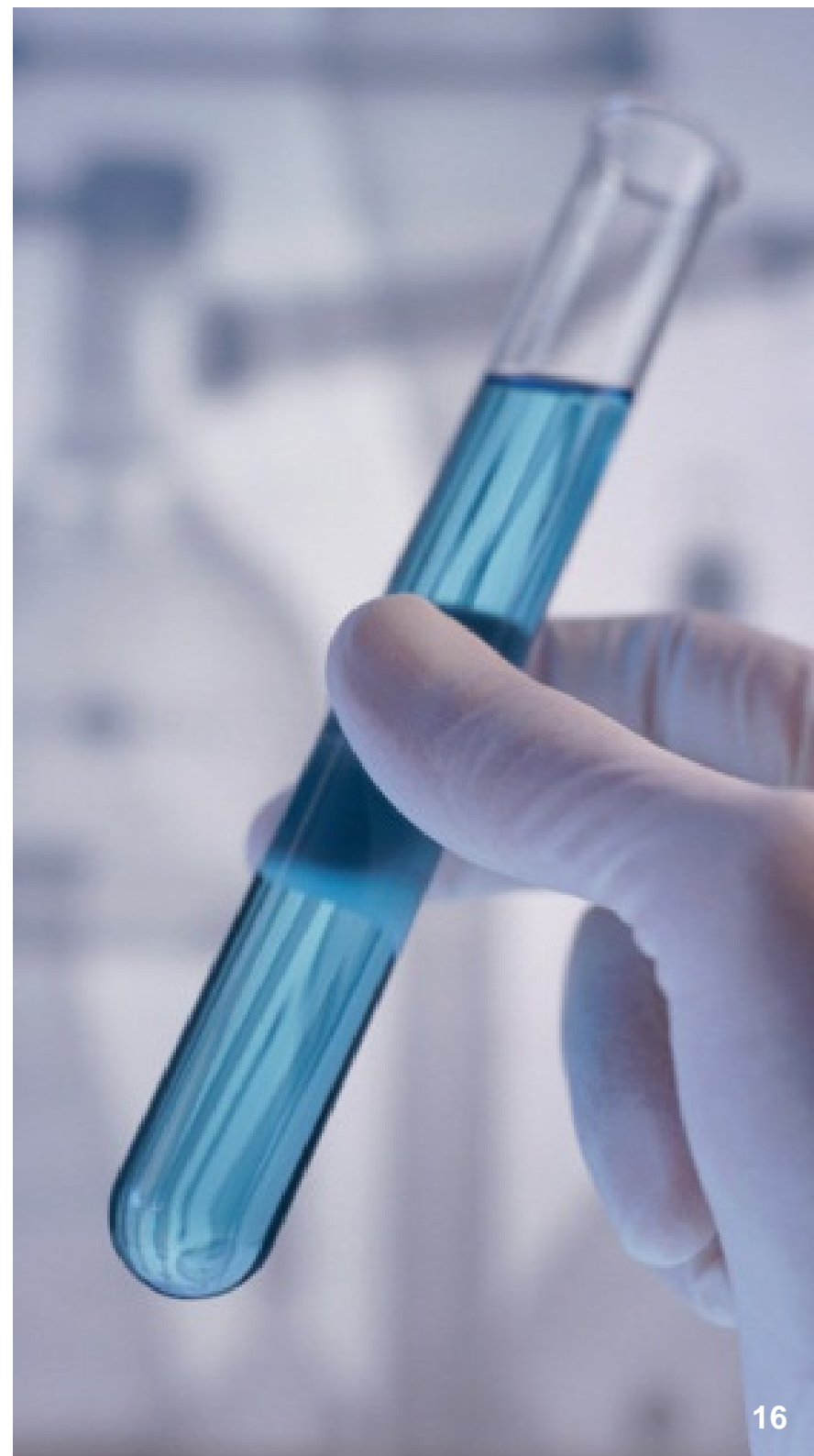
# Tax Transformation Lab Contacts

**Scott Shafer**

[sshafer@deloitte.com](mailto:sshafer@deloitte.com)

**Emily VanVleet**

[evanvleet@deloitte.com](mailto:evanvleet@deloitte.com)





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