

*Tax Function of the
Future series*

June 2015

Reshaping the Tax Function of the Future

Predictions and insights



Executive summary

The spotlight is now on tax

Never before has tax been more important to governments, taxpayers and other stakeholders. Tax forms the basis for public spending, and governments want larger budgets to achieve their specific goals. The reputation and well-being of companies is also being impacted by external perceptions of how companies manage their tax affairs. Companies need to respond in a clear and thoughtful way to a much wider base of stakeholders than ever before, including not only tax authorities and governments, but also regulators, investors, non-governmental organisations (NGOs), the media and the general public.

What's changing?

Increased global compliance requirements combined with inefficient processes and over-reliance on spreadsheets will increase risk and drain already strained resources. The potential for unexpected costs can be high. These can occur both 'above the line' due to resource needs and 'below the line' due to increased tax, interest and penalties for incorrect or incomplete tax return filings.

Reputational impact can also occur due to unforeseen or misunderstood data arising from global regulatory transparency initiatives (e.g. CbCR or CRD IV). Most tax functions will need to make significant changes to avoid potential financial statement errors, unnecessary controversy proceedings, delayed financial statements and return submissions and increased recruitment and retention costs.

Companies need to respond in a clear and thoughtful way to a much wider base of stakeholders than ever before

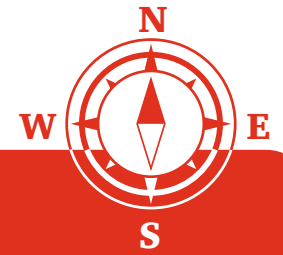


Executive summary

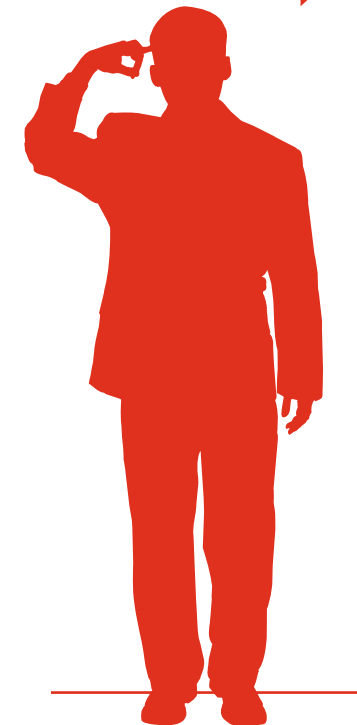
What should tax functions think about?

To remain relevant to the business, tax functions must ***chart a course for continuous transformation that is immediate, holistic and practical.*** Successful change will require re-engineering 'end-to-end' processes, not just the final outputs. This should involve an assessment of the current capabilities of the tax function against a tax maturity model, followed by the development of a clear vision of the desired future state. Companies can then develop a roadmap for successful change using the central building blocks of governance, data, technology, process and people within the context of the global regulatory and legislative landscape.

To secure the backing of the wider company, the tax function will have to make a compelling business case for change to justify the additional budget and resources required. A clear case for the strategic value of the investment for the entire organisation as a whole is critical. A successful transformation will make the tax function a strategic business asset adding value on a company-wide basis.



Tax functions that chart a course for continuous transformation will enjoy the benefits for years to come, being viewed less as a compliance centre function and more of a strategic asset for the company.



Executive summary

What do we think is the future of tax?

PwC has developed a series of thought leadership papers exploring our predictions for the Tax Function of the Future and the main drivers influencing and underpinning them.

The global predictions cover six main areas:

1. Global legislative and regulatory landscape
2. Tax function's role in risk management and governance
3. Data flow into the tax function
4. Technology automation for tax function analytical tasks
5. Tax function roles and processes
6. The tax professional of the future.

In this first piece, we consider the current challenges facing tax, predictions for the Tax Function of the Future and how the current tax function will have to adapt to support and keep pace with the wider business.



Let's dig deeper

Five global megatrends are radically changing the way businesses, including the tax function, operate.



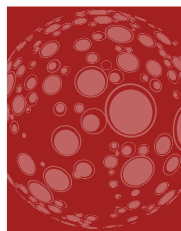
Demographic shifts

Staff are more decentralised with growing skill gaps.



Technological breakthroughs

Technology vendors are developing new capabilities and new market entrants are emerging.



Shift in global economic power

Trade and investment is shifting to developing countries increasing risk and complexity.



Operational optimisation

Organisations continue to demand higher quality analysis while staffing levels are holding steady or falling.



Accelerating urbanisation

Governments are competing for business and requiring greater transparency.

In particular, shifting global economic power, demographic changes and technological breakthroughs have already impacted the tax function. They will continue to shape the Tax Function of the Future alongside ongoing internal pressures such as operational and technology inefficiencies. Increasing global regulations are creating risk that tax functions will become rooted in an ever deeper compliance role rather than becoming a true value-added business partner within the organisation.

Let's dig deeper

These macro-level megatrends are impacting tax functions in the following key areas:

- Compliance requirements are increasing
- Emerging markets are taking centre stage
- Tax authority approaches are changing
- Tax risk tolerance is aligning with the wider company
- Robust tax control frameworks are becoming increasingly important
- Increasing options are being provided by the technology revolution
- Automation is becoming a necessity
- Business operating models are evolving at a hectic pace
- Pressure to do more with less...or the same
- Demographic shifts causing talent gap
- Changing expectations of the millennial worker
- Greater reliance on financial reporting software by tax
- Finance appreciating critical role of tax in finance transformations
- Big data and analytics are becoming of equal importance to tax

What will be the new normal?

The Tax Function of the Future will be shaped by increased compliance coupled with the greater need for analytics to assist in company-wide decision-making processes.

Tax will need to continue to manage the growing external pressures and operational challenges described on the previous page to ensure that tax compliance, financial statement and other obligations are fully satisfied. Increased capabilities in forecasting, analysis and scenario planning will be necessary to better manage and respond to increasing multiple stakeholder interest in how tax affects the overall business. Historic practices and processes will need to be redesigned to manage risk by leveraging new technology resources.

What changes will define this future state? Our predictions for the Tax Function of the Future address aspects of the tax landscape that will be radically different in the next three to five years. Successful companies must find ways to bridge the gap between their current capabilities and the future reality.



The outlook for... the global legislative and regulatory landscape

Predictions

Global tax information reporting requirements (e.g. CbCR and similar transparency initiatives) will grow exponentially and will have a material impact on the operations and related budget allocations within the tax function.

Regulators will demand transparency regarding global taxation, necessitating clear and thoughtful communications with public stakeholders about corporate contributions to the communities in which they do business.

Information sharing will be commonplace among taxing jurisdictions, and taxing authorities will have the capability to mine data and conduct global audits, resulting in increased disputes.

are located). This won't simply require solutions, including technology, to collect, verify and report the data needed to comply, but will also necessitate robust and repeatable processes with the ability to analyse the information to identify and understand any anomalies prior to and after meeting the compliance needs.

CbCR is not the first transparency initiative, and it won't be the last. But what makes the CbCR requirements stand out is the breadth of their reach and impact on taxpayers, tax authorities, governments and even the general public. By virtue of mandating that multinationals self-disclose standardised metrics, CbCR has raised the bar for transparency.

The proposed country-by-country reporting (CbCR) in the Organisation for Economic Co-operation and Development (OECD) BEPS Action Plan represents a significant development for today's multinational companies.

This proposed reporting will require companies to provide information on their global allocation of profit, taxes paid and certain indicators of economic activity among the countries in which they operate (e.g. where employees



A 'dry run' of this reporting may bring to light what actions may be needed to prepare—some companies can expect to incur hundreds, potentially thousands, of hours to comply due to the type of information required.



“For a global business like ours, operating in more than 80 countries, the challenges in managing tax are growing. Increasing reporting requirements, new taxes and our commitment to transparency place a greater emphasis on doing more with the data in our financial systems, in a process-driven, systematic fashion.”

—Graham Holford, Director: Group Tax, SABMiller plc.

The outlook for... *the tax function's role in risk management and governance*

Predictions

Many jurisdictions will legislatively require the adoption of a tax control framework which follows guidelines similar to Sarbanes-Oxley and COSO (Committee of Sponsoring Organizations of the Treadway Commission).

Enhanced stakeholder scrutiny and reputational risk will force companies to continuously re-evaluate their tax decisions.

Strategic focus on jurisdictional reporting and documentation of business activities, including transfer pricing, will be critical to managing the increased tax controversy resulting from transparency initiatives.

In the future, apart from the accurate reporting of tax results, tax will need to provide assurances to authorities and other stakeholders on the adequacy of the controls and process framework it uses to manage tax risks. *How* tax delivers is becoming as important, if not more important, than *what* it delivers.

Organisations that have met the challenges of the changing tax environment have recognised that the tax control framework and its components of governance, risk identification, controls, communication and monitoring are the key areas that must be modernised. The components of a control framework were defined by COSO, and while this is not the only accepted framework for defining a system of internal control it is the most widely used.

Regardless of which specific framework is applied, the common threads which run through any well-managed tax control framework will consist of:

- strong tax governance with an agreed tax strategy that is in line with wider business objectives, reflecting clearly the expectation of customers, clients, staff and other stakeholders
- an in-depth understanding of where the key risks lie within the business, including indirect and employment taxes
- effective and efficient controls in place to mitigate identified risks
- a clearly defined and transparent communications strategy setting out the approach to managing tax internally and externally
- ongoing monitoring activities in relation to the above.

If an organisation has clarity around tax management, its tax strategy will be aligned to its business strategy, and this will help to reduce reputational risk and tax disputes.

The outlook for... *the tax function's role in risk management and governance*



Companies can expect a greater focus on tax control frameworks going forward. It's anticipated that the OECD will publish guiding principles for the construction and use of tax control frameworks in the summer of 2015, placing more pressure on companies to review this issue. Some tax authorities already expect companies to share details of their tax control framework with them.



“Many governments are seeking new sources of revenue, and tax authorities around the globe are increasingly engaged in intense tax examinations of multinational companies. At the same time, existing international tax principles established through the tax treaty network have been called into question, and governments are pushing new transparency initiatives to allow them to re-evaluate the global tax positions of corporate taxpayers. The result will be a dramatic rise in corporate tax uncertainty and controversy in the coming years and greater risk that corporate profits will be taxed more than once.”

—Mike Danilack, PwC Principal



The outlook for... *data flow into the tax function*

Predictions

The majority of tax functions will receive all information in a 'tax-ready format' from either their enterprise-wide financial systems or a dedicated tax data hub.

Dedicated tax data hubs will become mainstream and be developed internally, licensed from a third-party vendor and/or accessed through an accounting firm as part of a co-sourcing arrangement.

Data security will be high on the agenda of tax functions due to concerns over confidential information being inadvertently released or shared publicly.

The linchpin for real transformation is data. How data issues are solved will shape process change, which in turn will drive the resource model and the opportunities for value-added activities that contribute more strategically to the business. Tax is one of the largest consumers of data in an organisation, with virtually every transaction having a potential tax impact. Therefore, tax will need to take a leading role in defining their data requirements and potential solutions that is on par with the requirements of other parts of the organisation.

Historically, tax found a way to do the best with what they could get, which resulted in the tax function spending a significant amount of their time manually collecting, manipulating and validating data while still not ensuring that data quality was improved in the process. Solving this issue is complex and requires



As financial transformation and ERP upgrade programs continue to accelerate, tax is an essential pillar in the program's success. For example, missing an opportunity to 'tax sensitise' the chart of accounts, define reporting requirements, evaluate indirect sales software or ERP vendor-specific provision capabilities as part of these efforts would not only be a missed opportunity, but a costly mistake.

a cross-functional approach. There are three main paths available when it comes to managing tax data:

1. Leverage the Enterprise Resource Planning (ERP) system to tax sensitise the data and provide reporting capabilities into the detail subledgers. Depending upon the complexity of the environment, this may need to be combined with (2).
2. Create a tax data hub that includes all necessary data to support the tax processes and also houses the final compliance data from the provision and compliance solutions. Tax has two options, leveraging their enterprise investments and building out the tax-specific data hub, or buying off-the-shelf software that third-party vendors are starting to supply to the market.
3. Outsource the capability to a third party who has invested in building out data analytics and reporting capabilities.

The outlook for... *data flow into the tax function*

Data is the new business currency—the quality of data gathered from business operations will need to be greatly improved. Tax functions will need to eliminate many of their ‘manual’ spreadsheet processes by centralising key tax data into a data hub or tax-sensitising ERP systems. ERP and tax vendors are promising solutions that will enable more cost-efficient ways to do this.



“Our company engaged in a full ERP transformation in which tax was intimately involved. This active involvement enabled us to streamline the capture of tax-ready information. We anticipate significant reductions in cycle time to complete recurring and ad hoc tax analysis thus freeing up my staff to engage in much more value-added tasks such as risk identification and mitigation, proactive planning for audits globally and further process improvements.”

— Mary San Nicolas, Director, Tax Operations, Seagate Technology



The outlook for... *technology automation for tax function analytical tasks*

Predictions

More companies will use their enterprise-wide financial systems to prepare tax calculations (e.g. income tax accounting and indirect taxes), thereby replacing spreadsheets and/or traditional tax technology solutions.

The vast majority of tax functions will rely on professional data analysis tools to assist in the decision-making process in areas such as detection of risk, opportunity identification, projections and scenario planning and overall business support.

The ability to analyse data in real time has a significant impact on a company's business performance and is quickly becoming a necessity for tax. Imagine having detailed transaction level data at your fingertips, already aligned to legal entity and tax sensitised. Next, imagine having the ability to easily identify (and then correct) an upstream data entry problem (e.g. calculating the incorrect

tax on an invoice or at the point of sale), avoid the unexpected significant over/underpayments of taxes and reduce the cost of filings. Tools and analysis methods exist today that leverage historical data, pattern matching, relationship algorithms and other techniques to make this possible, and they are already being used in other parts of your organisation like supply chain, marketing and finance.



“At Oracle Hyperion, we’ve been in the business of making great reporting systems for a very long time. The hallmark of our solutions has always been providing close integration between related financial reporting processes, and this is no different for our tax reporting solutions. Tax Reporting is inseparable from financial reporting. Simply put, you cannot ‘close the books’ until you ‘close tax’. As such, it’s in the best interest of ALL stakeholders (e.g. corporate tax, corporate finance, IT, auditors, etc.) to have a tax reporting solution that ensures transparency, strong controls and leverages the investment that corporate finance has already made in financial reporting process and technology. In short, our solutions bring tax and finance together.”

—Marc Seewald, Managing Director, Oracle Corporation

The outlook for... *technology automation for tax function analytical tasks*

A well-integrated tax data and analytics environment can help improve tax accounting, indirect tax, transfer pricing, general tax compliance and tax dispute resolution. Tax functions can have a more accurate view of their 'tax spend' and exposure with more insight on how tax impacts the business in time to help steer the business.



Most companies have made investments in the use of business intelligence tools and supporting data management technology. An often overlooked opportunity is to extend these environments to support tax.



“We engaged in a transformation project and have been reaping tremendous benefits ever since. For example, we have significantly reduced the man hours spent on gathering data from the field and manually entering it into specific spreadsheets. This has freed up time to engage in other value-added activities.”

—A diversified global media and entertainment company

According to a recent CEO survey, CEOs globally see technology in the area of data and data analytics as the #2 area to deliver high organisational value.*

**PwC's 18th Annual Global CEO Survey.*

The outlook for...

tax function roles and processes

Predictions

Most global tax preparatory compliance and reporting activities, including data collection and reconciliations, will be performed within the company's shared service center or will be co-sourced with a third party.

Tax functions will use real-time collaboration tools to automate their workflow, document management, calendaring and internal controls.

Many companies are constantly exploring cost management and resource rationalisation to improve shareholder value. As a result, the tax function is often asked to participate in a wider organisational drive to leverage synergies and rethink roles and responsibilities. Increasingly, shared service models are being explored to take on these types of preparatory and data collection tasks within tax functions.

A shared services resource model or co-sourcing/outsourcing can result in direct cost savings. And by rethinking the shifting of responsibilities within the tax processes, core tax personnel can better utilise their higher skill sets for strategic activities such as planning and analysis.



“The evolution of technology and ability to integrate information will lead to the benefits of a single source of data used by multiple platforms and apps. The expanding ease of hosting options available for secure data in a cost effective infrastructure is expanding at a rapid pace and continues to lend itself to a continuous flow of data which can be plugged into powerful reporting and analytics apps to support tax. Integration of systems provides the opportunity to flex and adjust as business needs change for end-to-end connectivity from source data to multiple uses. Microsoft Services is already engaged with customers on these new scenarios, enabling cloud hosted technology infrastructure, with useful information readily available for analytics and modelling.”

—Matt Perrine, General Manager Marketing & Strategy, Americas Enterprise Services, Microsoft Corporation

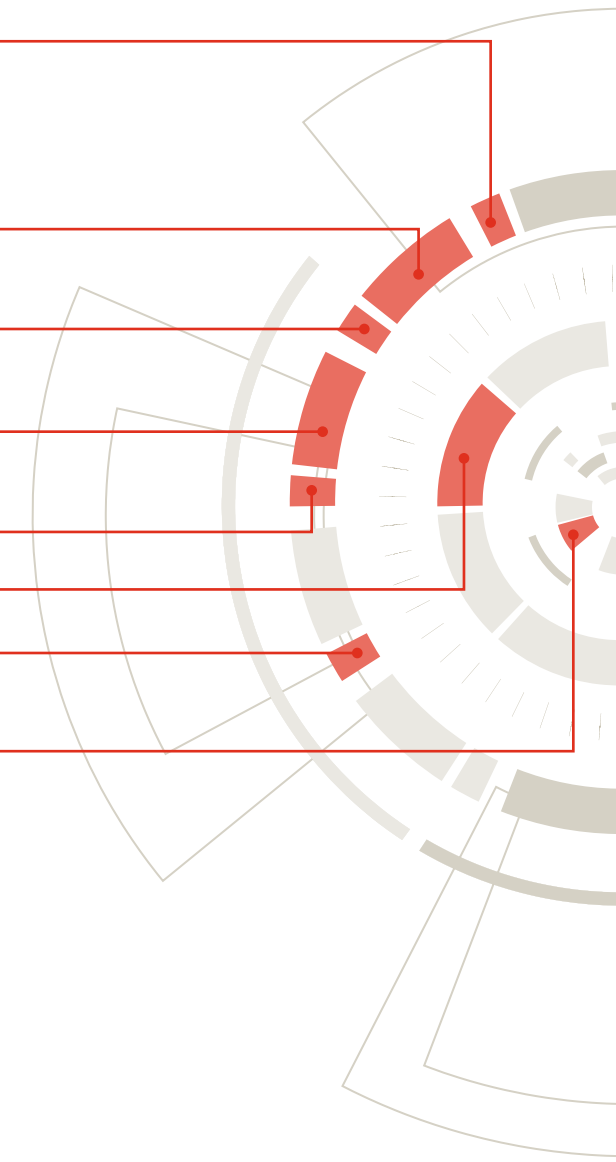
The outlook for... *tax function roles and processes*

Many solutions are now available to improve processes, enable new resource models, share information and enhance internal controls. Companies can tailor these technology solutions to achieve their goals and desired level of efficiency. For example, these solutions can:

- automate the quarterly and annual provision processes through electronic workflow, including e-mail notifications of task assignments, electronic signoffs of tasks, integrated document management and key milestone tracking via calendars and dashboards
- provide advanced reporting capabilities, score-carding and forecasting increasing management's visibility to risk areas and tax function processes
- manage tax audits and disputes around the world, their status and the workflows that are necessary for resolution
- provide greater efficiencies around document use and data gathering, as well as increased collaboration among tax and other stakeholders
- attain faster access to and increased consistency of tax data
- support management of pre- and post- acquisition processes
- enable an annual legal entity rationalisation process to eliminate unnecessary compliance obligations
- retain institutional knowledge by eliminating 'key man' dependency issues and enabling cross-training of staff.



Companies should utilise a comprehensive approach to address people and process issues before selecting a technology solution—a lean six sigma methodology can yield significant savings. Leveraging technologies that your company has already invested in will also manage cost.



The outlook for... *the tax professional of the future*

Predictions

A successful tax professional of the future will be highly proficient in data analysis, statistics and technology, as well as process improvement and change management.

Tax functions will employ dedicated tax IT, data and project management specialists who will develop, champion and execute the tax technology and transformation strategies.

The factors described above are driving tax professionals to broaden their proficiencies beyond tax reporting. The successful tax professional of tomorrow will need to focus more on the utilisation of data and technology. The data skills needed by tax professionals will be less about gathering and managing data and more about analysing the data from a broader vantage point to make valuable decisions. Tax functions will be transforming their operations with technology to automate and accelerate tax-planning opportunities and trends.

Going forward, tax professionals will also require strategic risk management skills. The ability to assess tax risk has historically been a core skill, but this skill will need to evolve to include how tax risk is being managed across the business and how that aligns with the overall goals of the organisation. Tax functions should consider all of these prospective skill gaps now so that skills can be honed or obtained to be ready for the future.

Companies should look for these skill sets during interviews and encourage staff to take advantage of training programmes to remain current. For additional information please see [**“Data Driven: What students need to succeed in a rapidly changing business world.”**](#)



University programs are adding enhancements to their accounting programmes and even looking to create certifications or degrees in tax technology, tax data management and analytics and tax risk management.

Companies will need to re-evaluate their current talent needs against these additional capabilities in order to create the desired pool of talent for the target operating model.

Where to start: A tax strategy and roadmap

The tax function cannot solve these challenges with a one-dimensional approach. Hiring an extra set of hands or buying a single tool is not the answer. It will be necessary to take an integrated, holistic approach that is cross-functional, involving governance, data, technology, process and people.

Some may disagree with a specific prediction or the forecasted, fast-paced, fundamental changes that are coming but as a starting point, organisations should have a dialogue around these topics. Perhaps the outcome is confirmation that it is ready with a plan. For many, this will be the first step to developing a transformation roadmap.

Charting your current position

Most senior tax executives know that their tax function must evolve, but it's challenging to chart a course that's not only effective, but feasible given budgets and resource constraints. A critical first step is to assess the tax function's current capabilities in governance, data, technology, process and people.

Is your tax function meeting today's challenges as well as getting ready for those that lie ahead? Does it have the capacity to take on new responsibilities while efficiently performing tax compliance and financial statement obligations? Is it fully supporting the needs of the business including responding quickly to planning requests that require analysis or briefing the C-suite prior to shareholder meetings or press conferences?

Assessing the current state of the tax function against a tax function maturity model will reveal the areas that may need strengthening.

The number one statement we hear from large organisations is "I know I have to adapt and transform, but it's overwhelming and I don't know where to start".

Matching maturity levels against risk tolerance

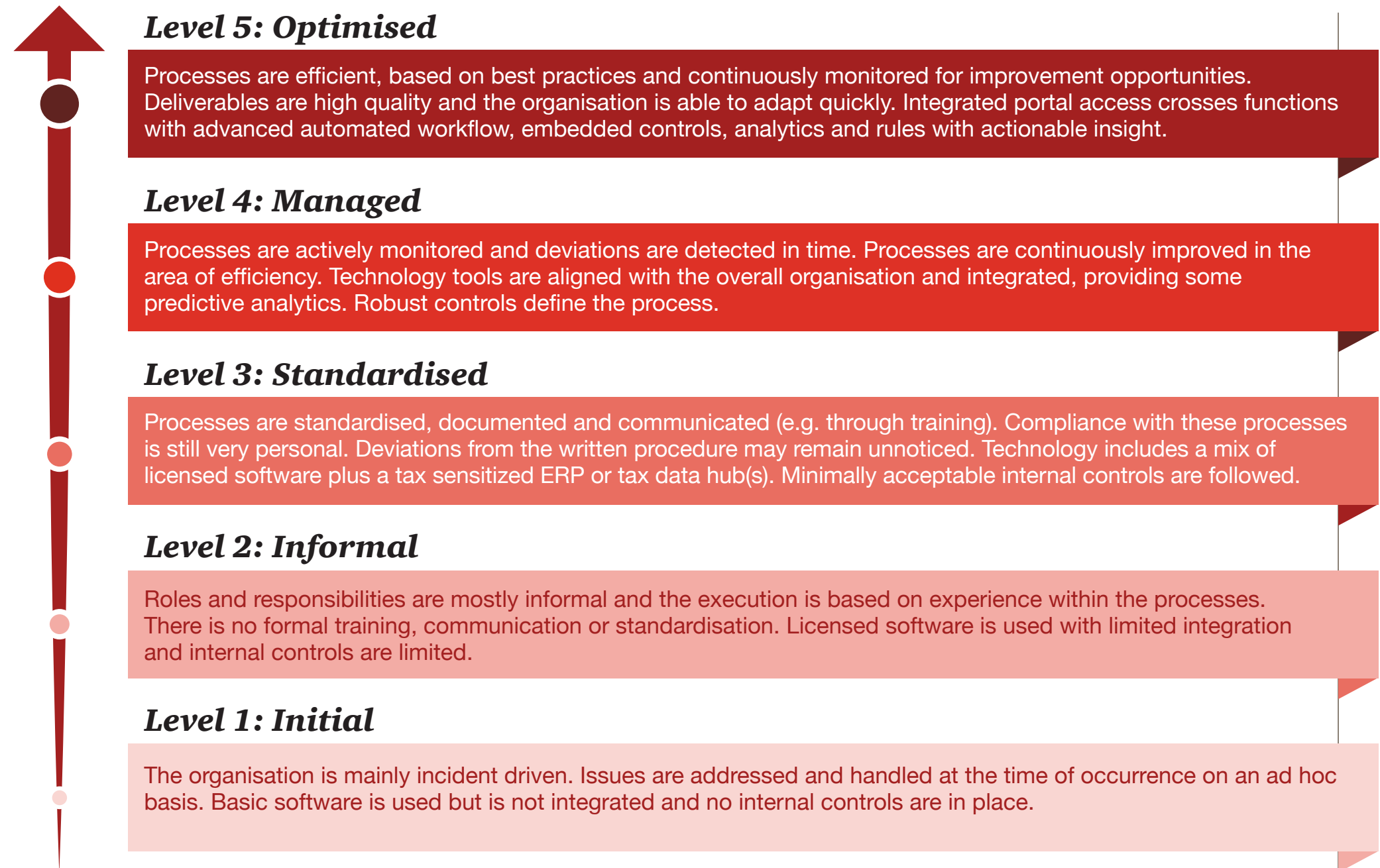
The maturity model on page 18 can help organisations identify the maturity level of their current capabilities. But at what maturity level should an organisation be operating? While every tax function may aspire to be optimised in terms of their operations, this may not be an appropriate or feasible goal in a specific industry or market. The right maturity level depends on many factors, including the wider organisation's risk tolerance.

If a tax function has a maturity level closer to the initial or informal stage, there is greater risk of financial costs or other problems occurring, such as duplication of work, the potential for financial misstatements and stresses on controls. On the opposite end of the maturity model, if a tax function has a higher maturity level, risks have been identified and appropriately managed and critical information is available to management to facilitate enhanced decision making.

Where to start: A tax strategy and roadmap

Tax function maturity model*

Where are you now? Where do you want to be?



* The naming of the different levels refers to an internationally accepted risk management model COBIT and is descriptive only. The Maturity Levels are general guidelines for information purposes only. No conclusions or warranties may be derived from a (name of a) Maturity Level. 'Optimised' does not refer to a perfect or error free situation.

Where to start: A tax strategy and roadmap

Transformation roadmap: Critical elements to consider

Depending upon the outcomes of the current-state maturity level assessment, companies will need a tailored, holistic transformation roadmap (not a one-dimensional solution) that addresses the process and technology needs, together with the associated risk management objectives. A practical detailed plan with measurable objectives and timelines is important for success along with buy-in from all relevant stakeholders from across the organisation.

But what does a typical roadmap include? These documents are not standard or static plans. Each company's roadmap will be different depending upon their current state (including the current enterprise technology environment), pain points, desired future state and scope of feasible change. Typically the plan will cover multiple years with varying options depending on how phases are ultimately completed.

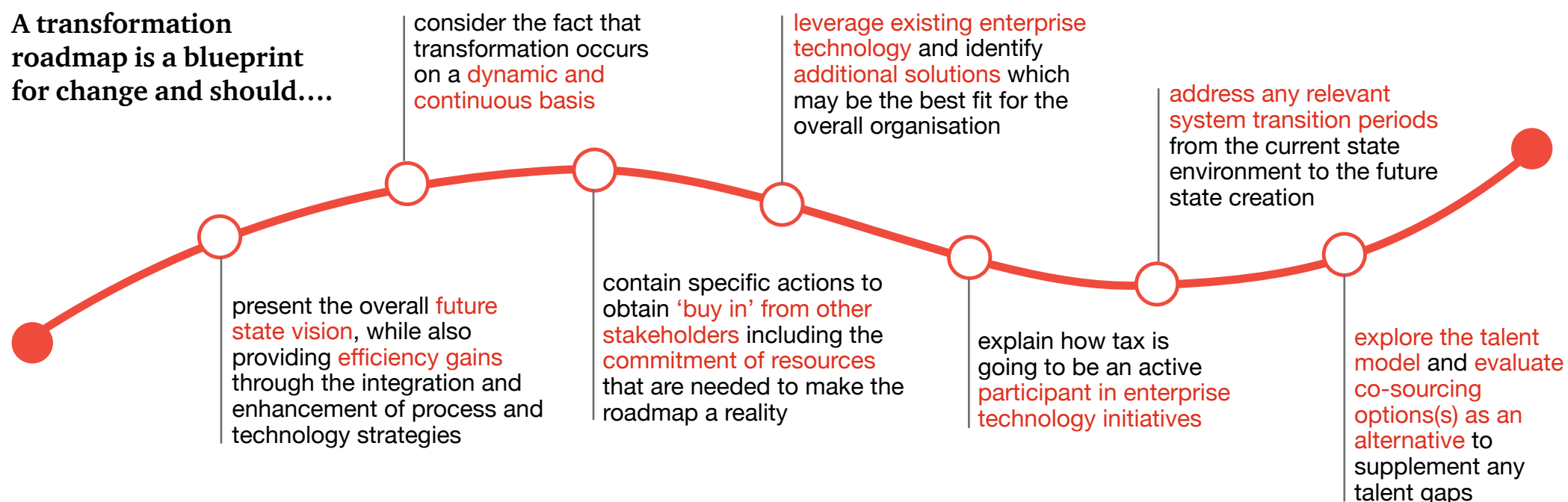
According to a recent CEO survey, 83% of CEOs globally feel digital technologies need a well thought-out plan and defined measures of success.*

**PwC's 18th Annual Global CEO Survey.*



A true transformation roadmap can't be created by tax in isolation. The tax function is a vital element in partnership within the broader finance and IT functions.

A transformation roadmap is a blueprint for change and should....



The opportunity for change: Creating strategic value while easing current challenges

Making the business case for change

It's impossible for the tax function to start the transformation process without the support and collaboration of others within the organisation. In order to obtain this backing, the tax function will have to 'make its case' as to why now is the time to pursue change. Stakeholders will be looking for reasons to justify the additional budget and resources. Putting forth a clear case for increased automation and the strategic value the investment has for the overall organisation will be critical. So, how can the tax function best demonstrate reasons for change and an expected return on investment?

Exploding number of compliance obligations

A powerful reason to pursue change now is the increasing compliance requirements that the tax function won't be able to handle with its current resources and operations. Change is inevitable to adapt to meet these additional demands. While this may be the sole reason why companies may pursue transformation, transformative companies will not view the situation as simply a compliance problem. They will be forward-looking and consider this to be an opportunity to address the broader picture that includes other factors such as risk management and value to the organisation.

A 'one step ahead' mind set

Armed with the right information, at the right time, tax functions can move from a task-focused 'compliance department' to a 'value-added business partner' that facilitates a proactive planning and analysis environment. The capabilities of the tax function can expand to drive strategic value by engaging in trends analysis, forecasting, modelling and benchmarking with peers. It can focus on key performance indicators such as effective tax rates, cash flow and reducing tax-related variability in earnings—activities that allow management to adopt a 'one step ahead' rather than a reactive compliance mind-set.



“We decided to build a multi-year plan that centred around technology solutions because we saw not only concerns about meeting our tax compliance obligations going forward, but also an opportunity to show the C-suite how the tax function could bring additional cost savings and value to the business.”

—A Fortune 500 diversified financial products and services company

The opportunity for change: Creating strategic value while easing current challenges

Measurable cost savings

Simply hiring additional staff and/or third-party providers will raise costs. If the current operations can be made more efficient to handle the additional tasks, costs can remain neutral at a minimum or, at best, cost savings can be attained. Cost savings, however, are expected from the future state and can provide a strong argument to justify an investment of time and money in process improvements. Savings can be attributed to:

- elimination of hours to perform certain compliance requirements
- lower staff cost to perform preparatory tasks (e.g. if a shared service center is utilised or co-sourcing with a third party vendor)
- increased capacity by staff to perform more analytics
- removal of software costs (license/support fees) or other recurring expenses
- identification of tax planning opportunities
- decreased risk of penalties.

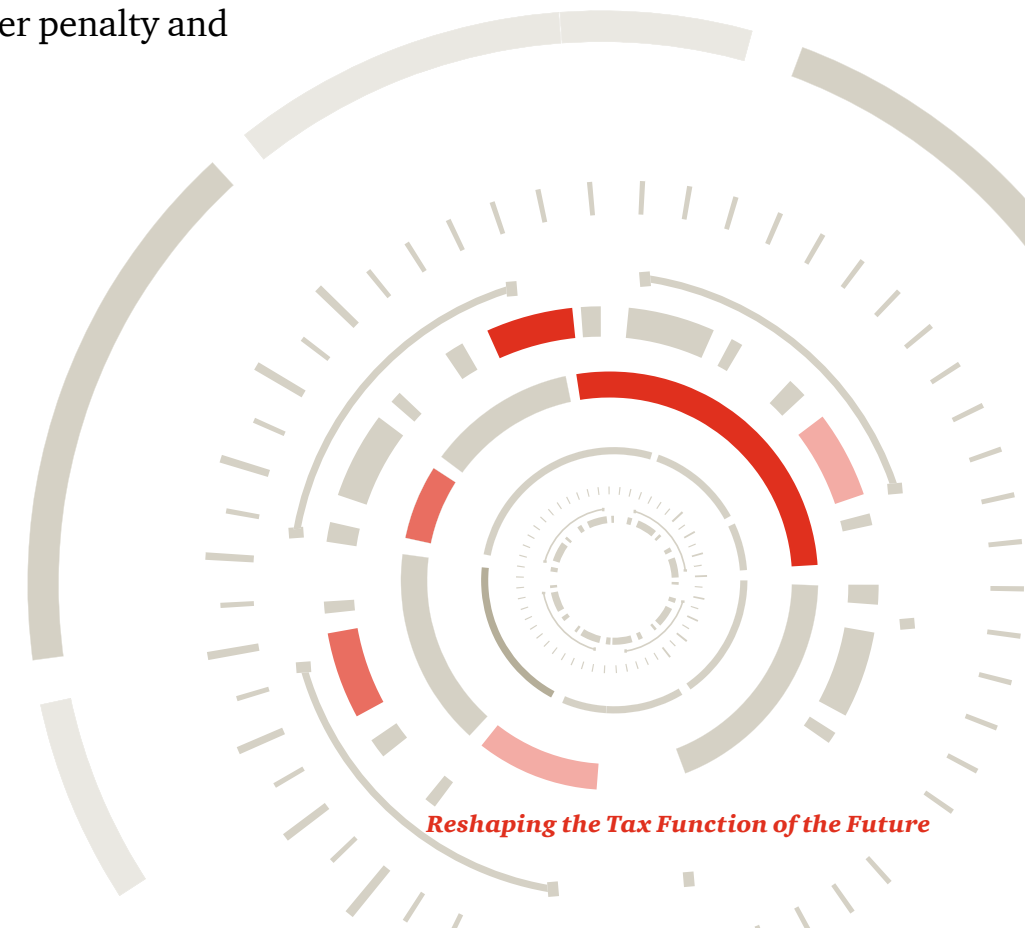
The broader corporate agenda

With the spotlight on tax, transformation will also have a positive impact on interactions with external stakeholders, including tax authorities. Most notably, enhanced workflows should enable tax staff to:

- engage in more real-time dialogue, attaining a stronger and more secure relationship
- acquire greater certainty with respect to tax positions
- achieve a lower 'risk' rating (depending upon the country); this could ultimately result in reduced audit or investigation risk and lower penalty and interest costs.

Closer scrutiny of risk areas to avoid negative impacts

Creating a robust tax control framework enables better identification and management of risks. Managing tax risk is a rising item on the C-suite agenda, and the alignment of the tax control framework with the organisation's wider control framework is likely to provide a strong argument for the tax function's business case.



The opportunity for change: Creating strategic value while easing current challenges

The tax function as a strategic business asset

The need for change is certain given the challenges tax functions are currently facing and those on the horizon. While a tax function may have been a passive participant in transformational and enterprise efforts in the past, it must now be a strong advocate for change. Tax functions should take ownership of their business case and pursue actions to ensure it is ready for the future.

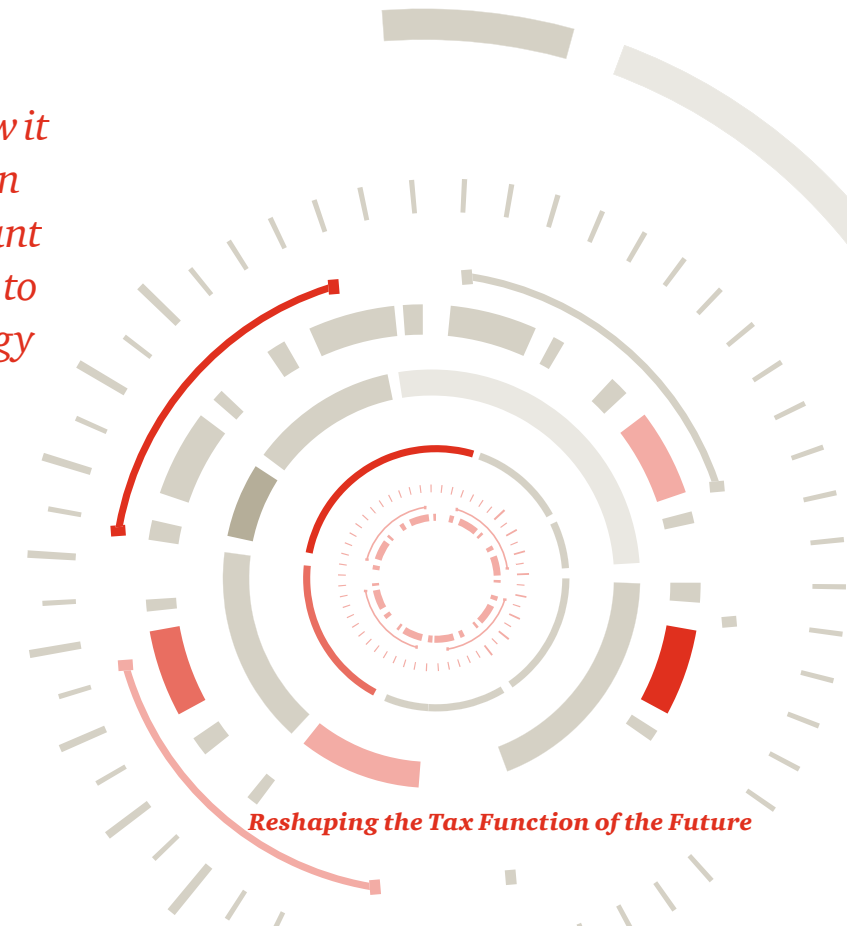
The tax transformation journey will not be easy, but it is now imperative and the

return on investment can be significant. With a thoughtful roadmap, the positive impact on the organisation may be felt for many years to come. The potential benefits will not only reduce above and below the line costs, but will improve company-wide risk management and tax governance, resource management, recruitment processes and many other areas. Through continuous transformation, the tax function will be viewed as not only as a critical and efficient compliance function, but also as an even more valuable strategic organisational asset.



“Building a business case will require the tax department to define how it will adapt to the regulatory environments of the world, especially if an organisation conducts business on a global scale. Look at how you want to transform the tax function and decide what architecture is needed to achieve this before considering any technology investment. Technology will change, but a well-thought out architecture will transcend the technology.”

—John Viglione, Chief Technology Officer and Executive Vice President, Vertex Inc.



Reshaping the Tax Function of the Future

Let's talk

Look for future publications exploring the Tax Function of the Future

To have a deeper conversation about how these issues and predictions may affect you and your business, please contact:

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