

TPA Global Webinar

Your Tax Technology Plan

2 October 2017,
Amsterdam

Presenters

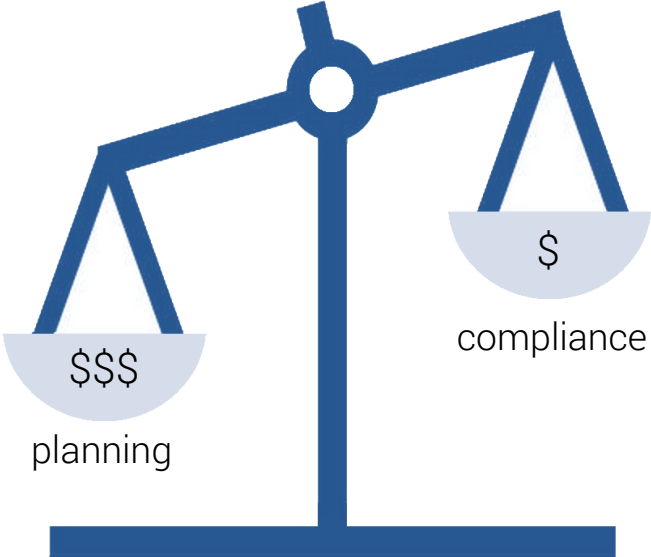
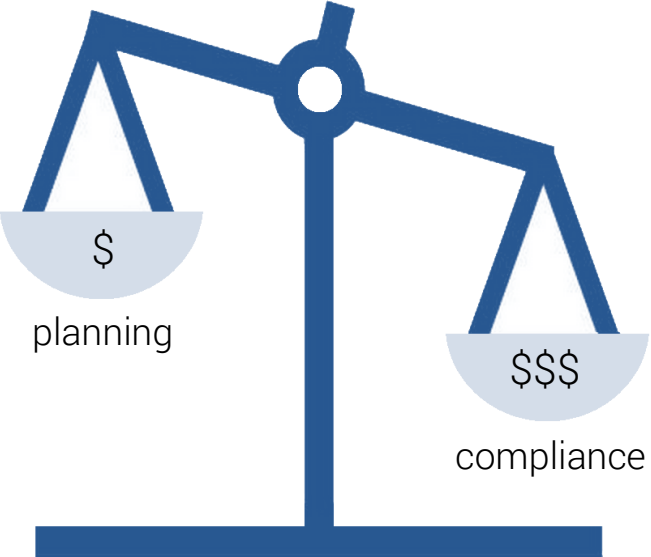


Avisha Sood, TPA Global

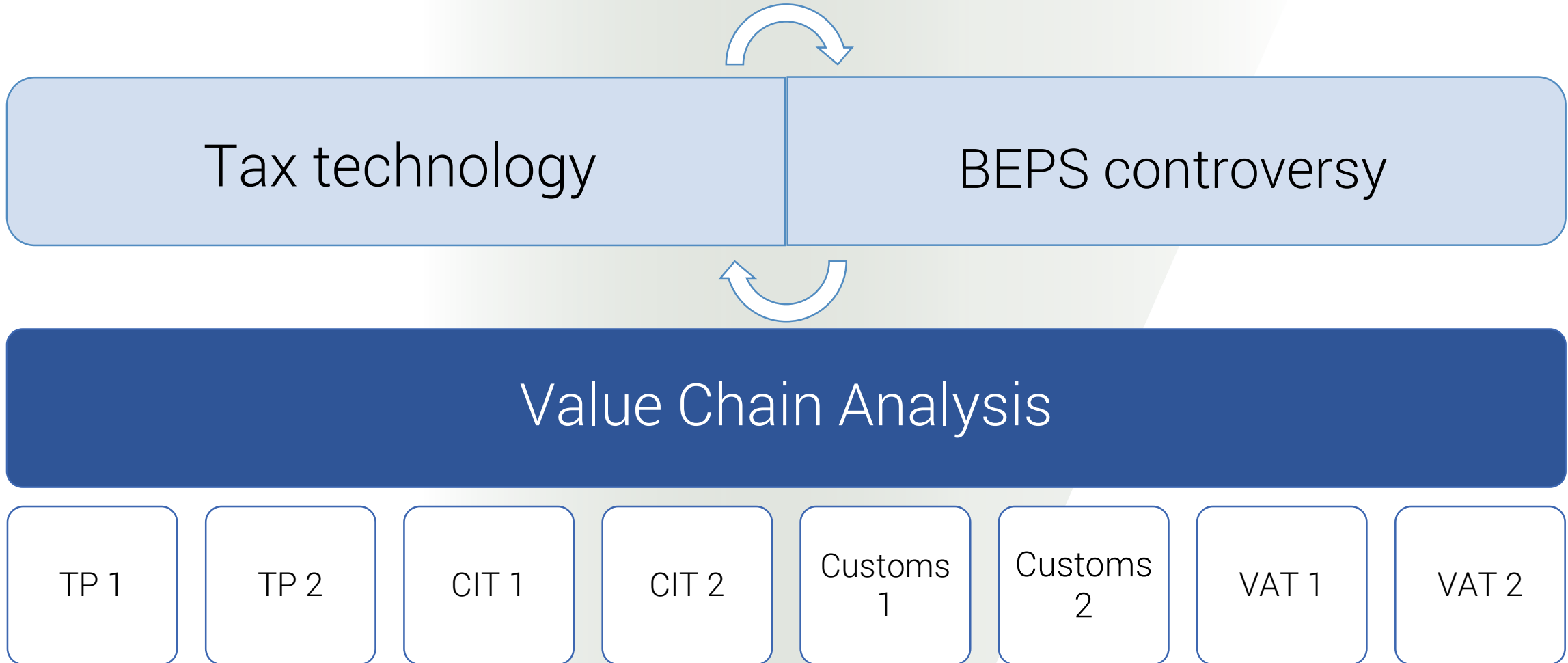
Maria Grigoryeva, TPA Global

1. How to manage the CFO's expectations?
2. CFO's journey from 'staying out of trouble' to 'being in control'
3. Survey during Tax Technology event, 7 September 2017
4. Introduction to best practices
5. Your Tax technology plan

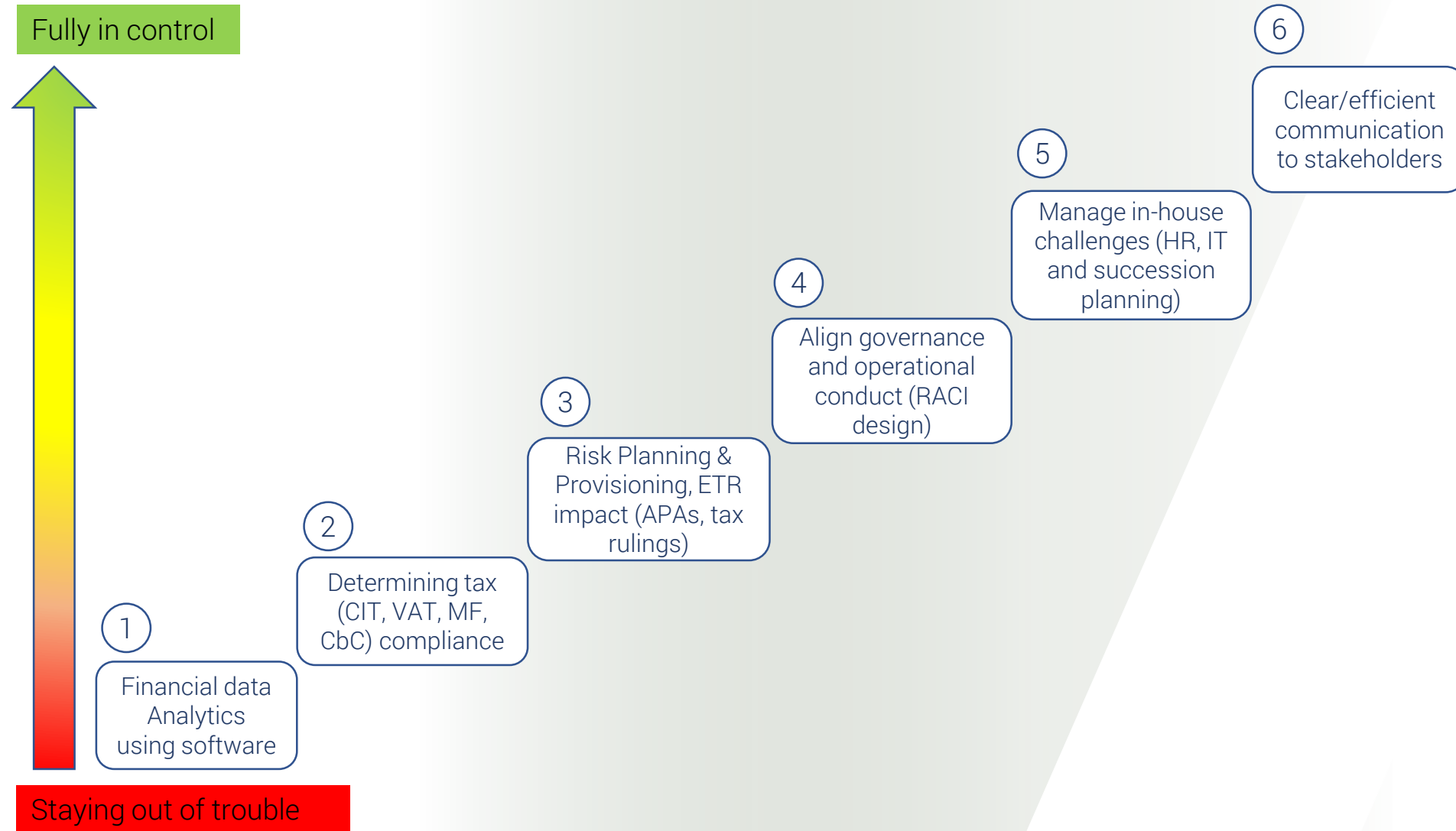
How to manage the CFO's expectations?

Before	Now
Planning -> Compliance	Compliance -> Risk and opportunity management
Limited automation	Search for process efficiency and automation
<p style="text-align: center;">CFO's perspective</p> 	<p style="text-align: center;">CFO's perspective</p> 
Tax and TP function = profit center	Tax and TP function = "cost center"!?

How to manage the CFO's expectations?



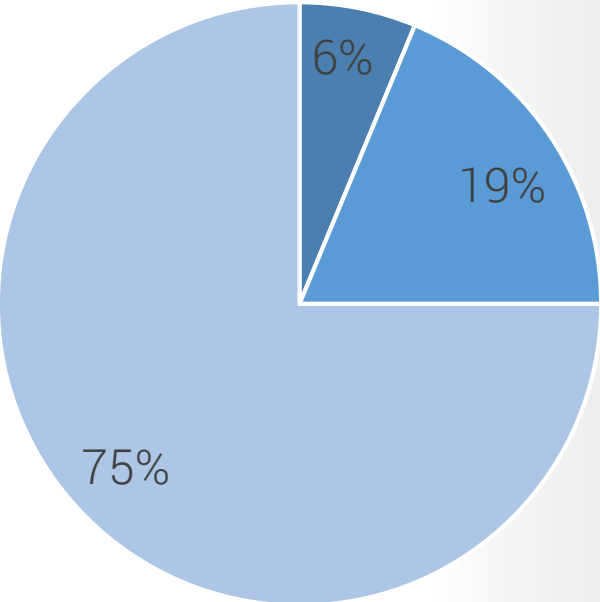
CFO's journey from 'staying out of trouble' to 'being in control'



Survey during Tax Technology event, 7 September 2017

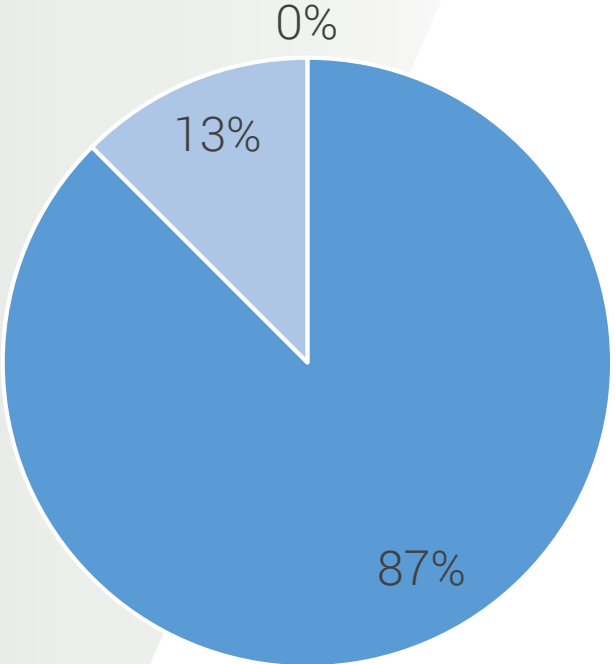


Do you have Tax Technology plan FY2017?



■ Yes ■ Only roadmap ■ No

Where are you on your tax journey?



■ Fully in control ■ On the way to being in control ■ Staying out of trouble

What are your key challenges?

- Data sourcing;
- Data reconciliation;
- Compliance cost.

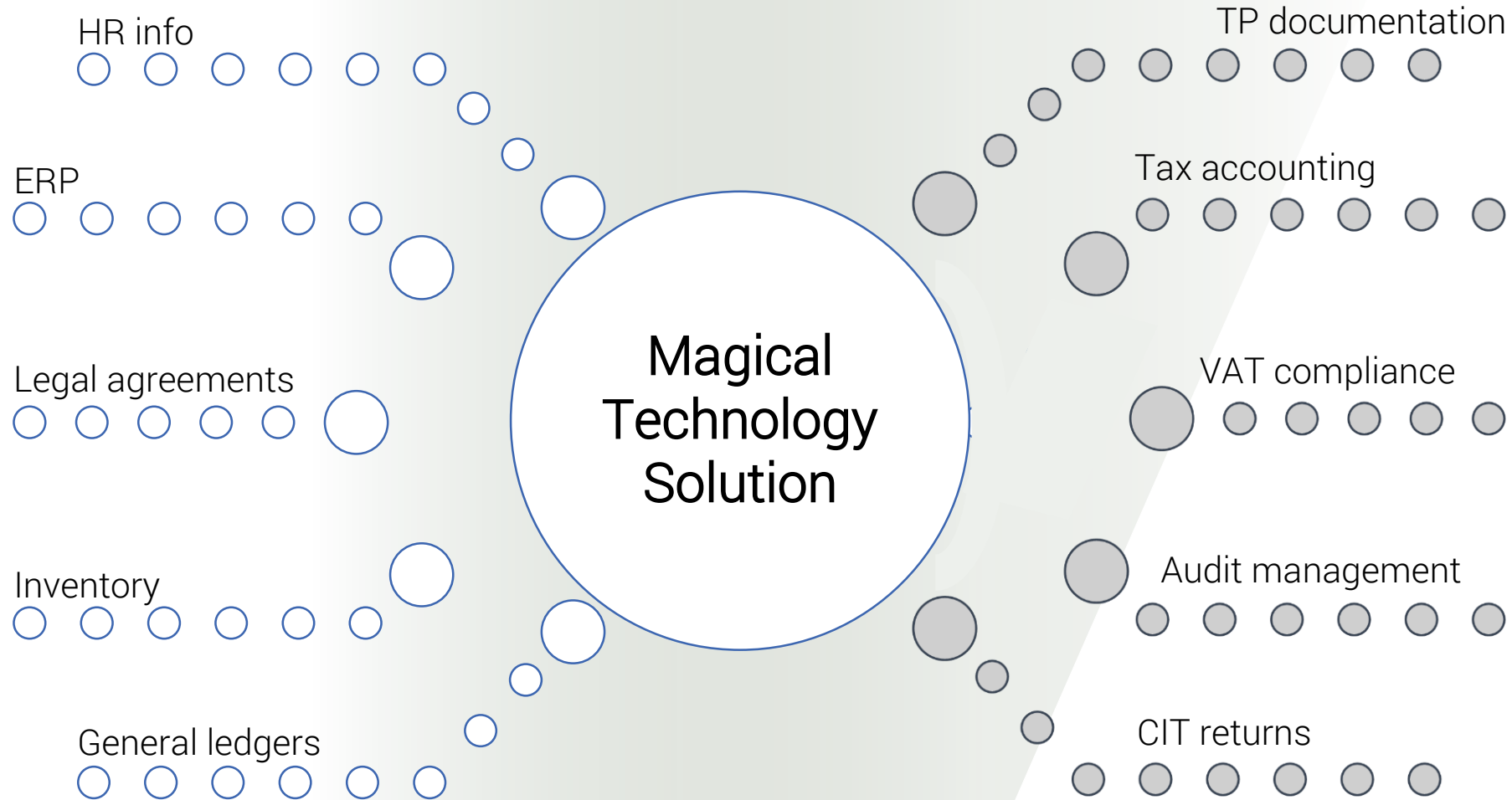
Why do you need technology solution?

- Automated data pick-up;
- Smooth compliance;
- Insightful analytics.

What are the key benefits you expect?

- Efficiency;
- Data integrity;
- Cost savings.

Introduction to best practices

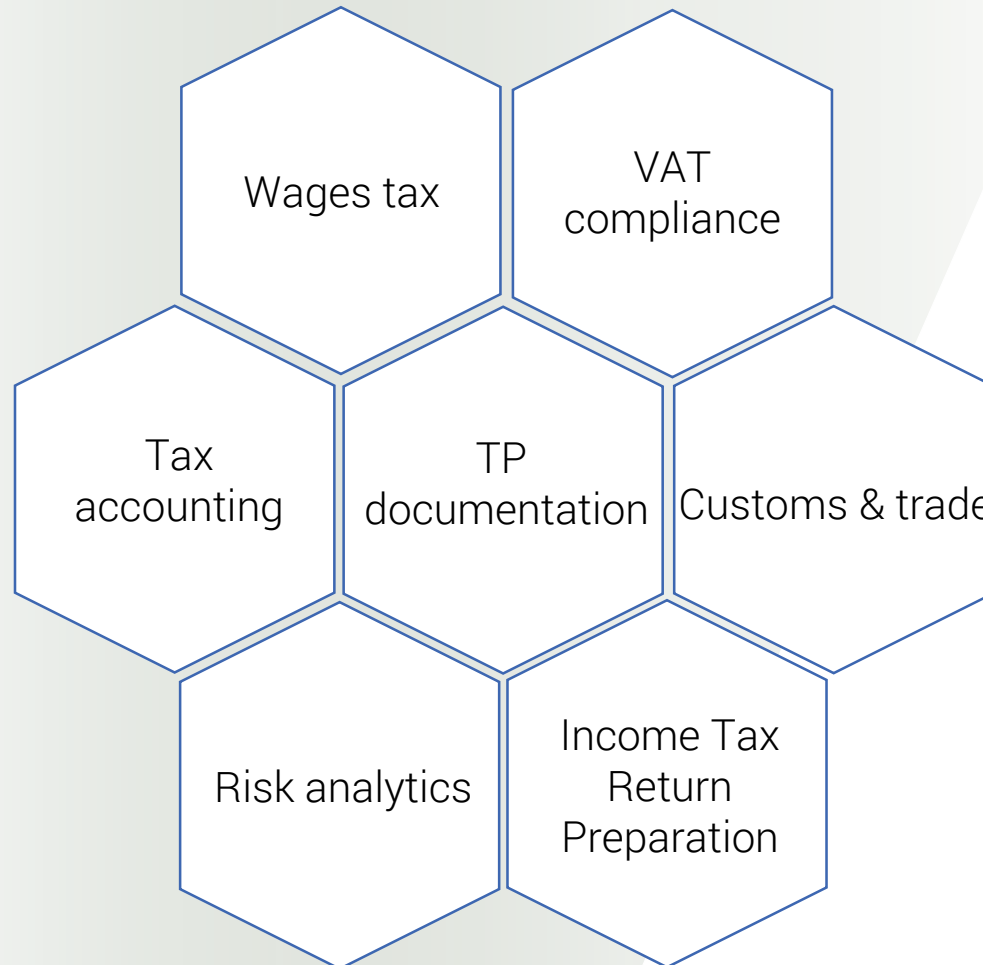
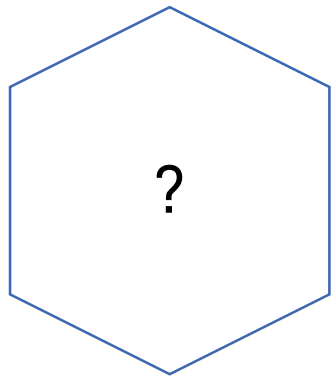


Your Tax technology plan

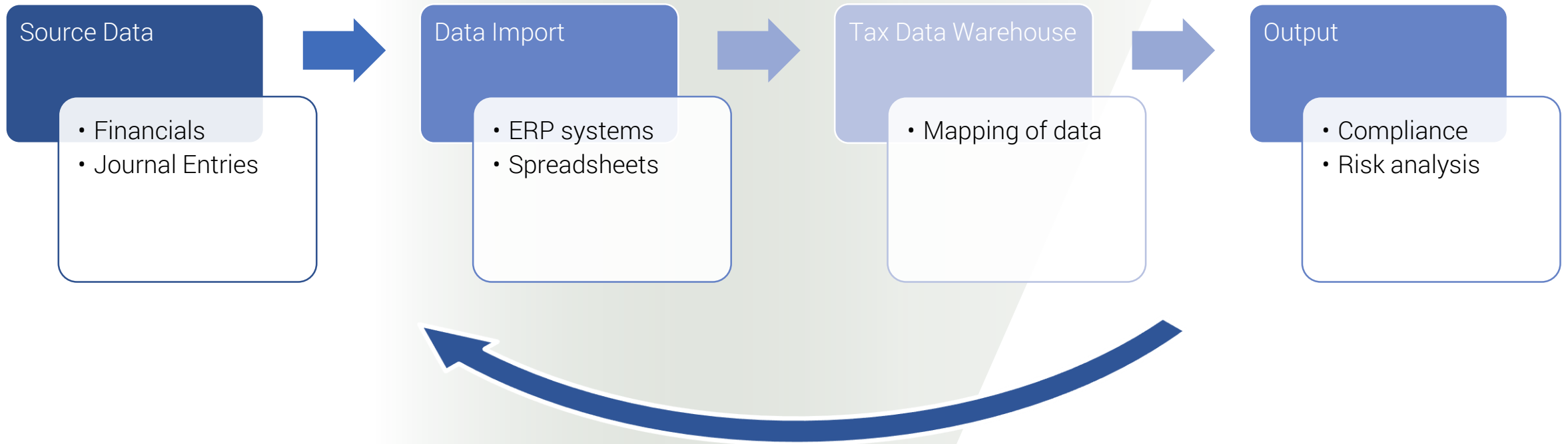


Ingredient 1 – Objectives

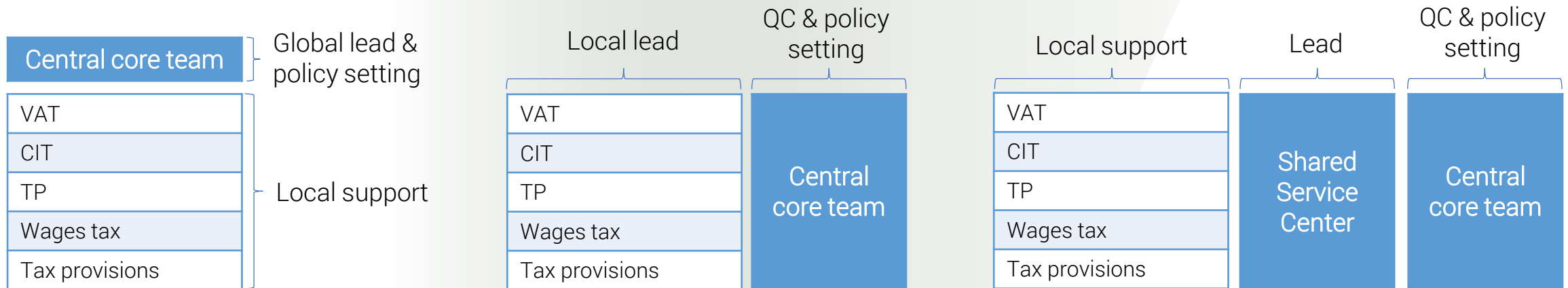
Which area of tax is your company's main concern?



Ingredient 2 – Output reverse engineering



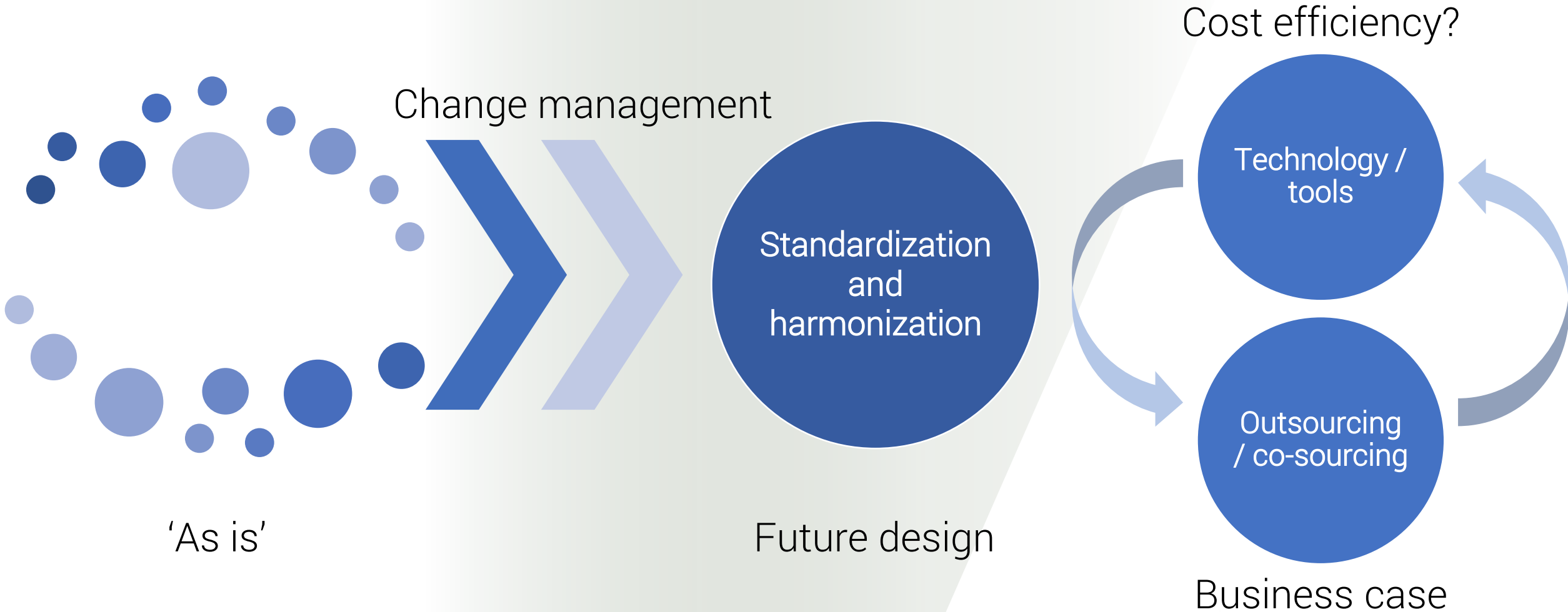
Ingredient 3 – Organization & governance



Ingredient 3 – Organization & governance

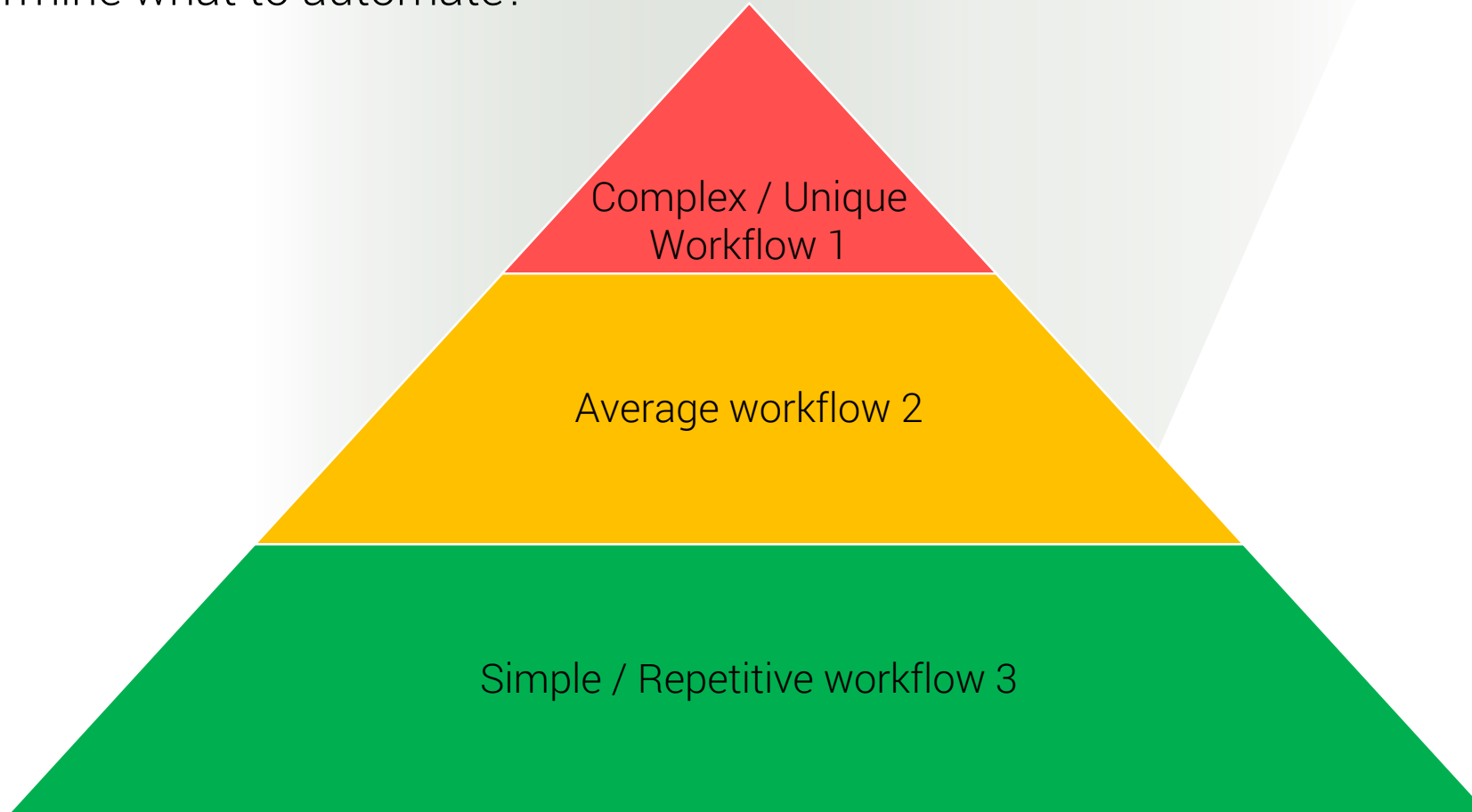
	Head of Tax	Lead TP	Deputy TP	TP Operational	Central finance team	Local tax team	Treasury team	Legal team	Business team
1. Development / maintenance of TP documentation	I	A	R	R	C	C	-	I	-
2. Consultancy – advisory and implementation	A	R	R	R	C	C	C	I	I
3. Audit support	I	A/R	R	R	R/C	R/C	C	-	-
4. Risk Management	A	R/C	R/C	R/C	R/C	R/C	C	-	-
5. Systems (central data management & retrieval)	I	A	R	R	R/C	C	C	-	-
6. Capacity planning – insource/ outsource	I	A	R	R	R/C	C	-	-	-
7. Global benchmarking platform (outsourced to third parties)	I	A	-	R	R/C	-	-	-	-
8. Sign-off TP documents	I	A	R	R	-	-	-	-	-
9. Legal agreements – set up and implementation	-	C	R	R	I	I	I	A	I

Ingredient 3 – Organization & governance



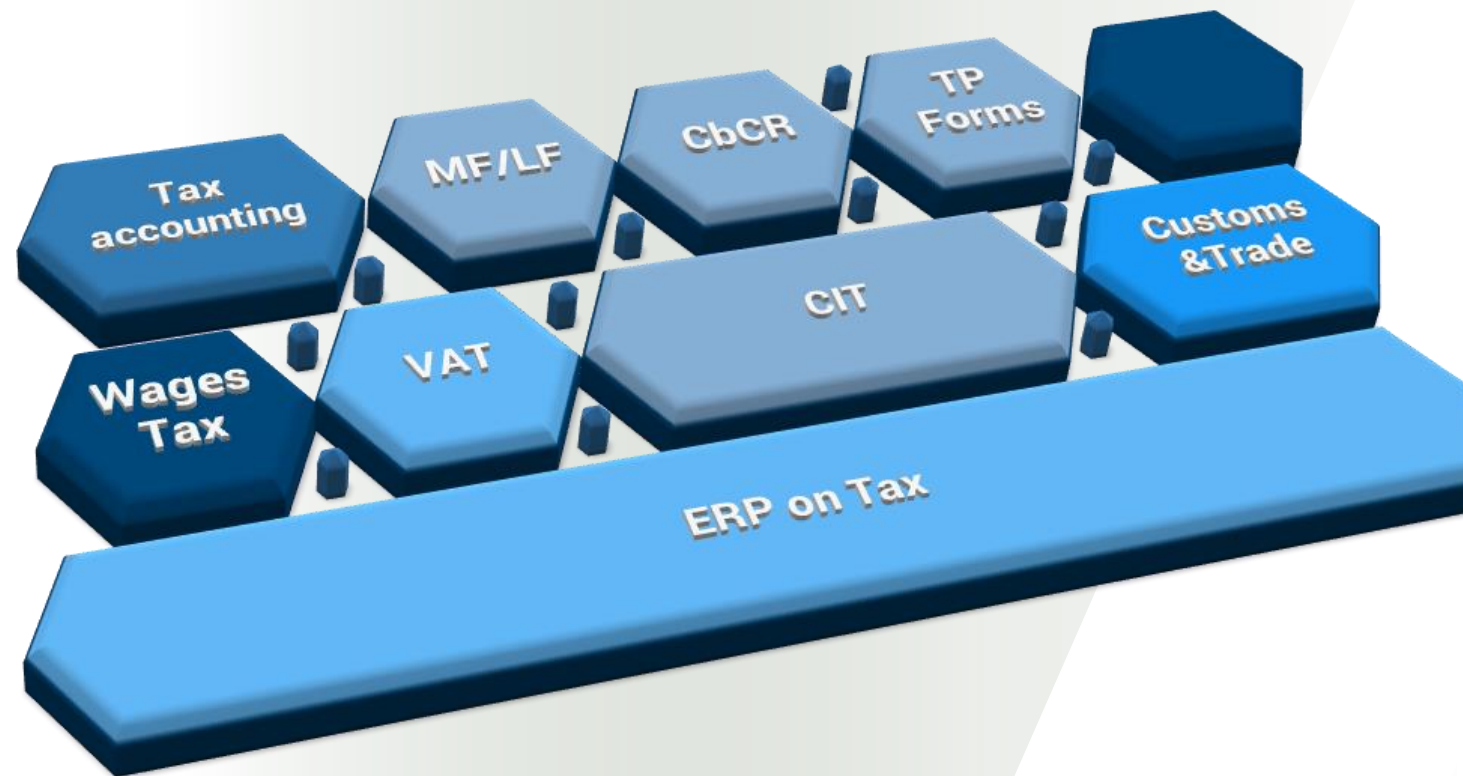
Ingredient 4 – Workflow selection

How to determine what to automate?



Ingredient 5 – Functionality selection

1. Define technology functionality
2. Run vendor selection process



Ingredient 5 – Functionality selection

1. Why are you looking for automation?
2. What kind of compliance and analytics do you want to or have to perform?
3. How do you currently manage your compliance and analytics ?
4. How much time and cost does it take your internal team to deal with compliance and analytics ?
5. What kind of functionality do you expect from software solution?

Ingredient 6 – Project implementation

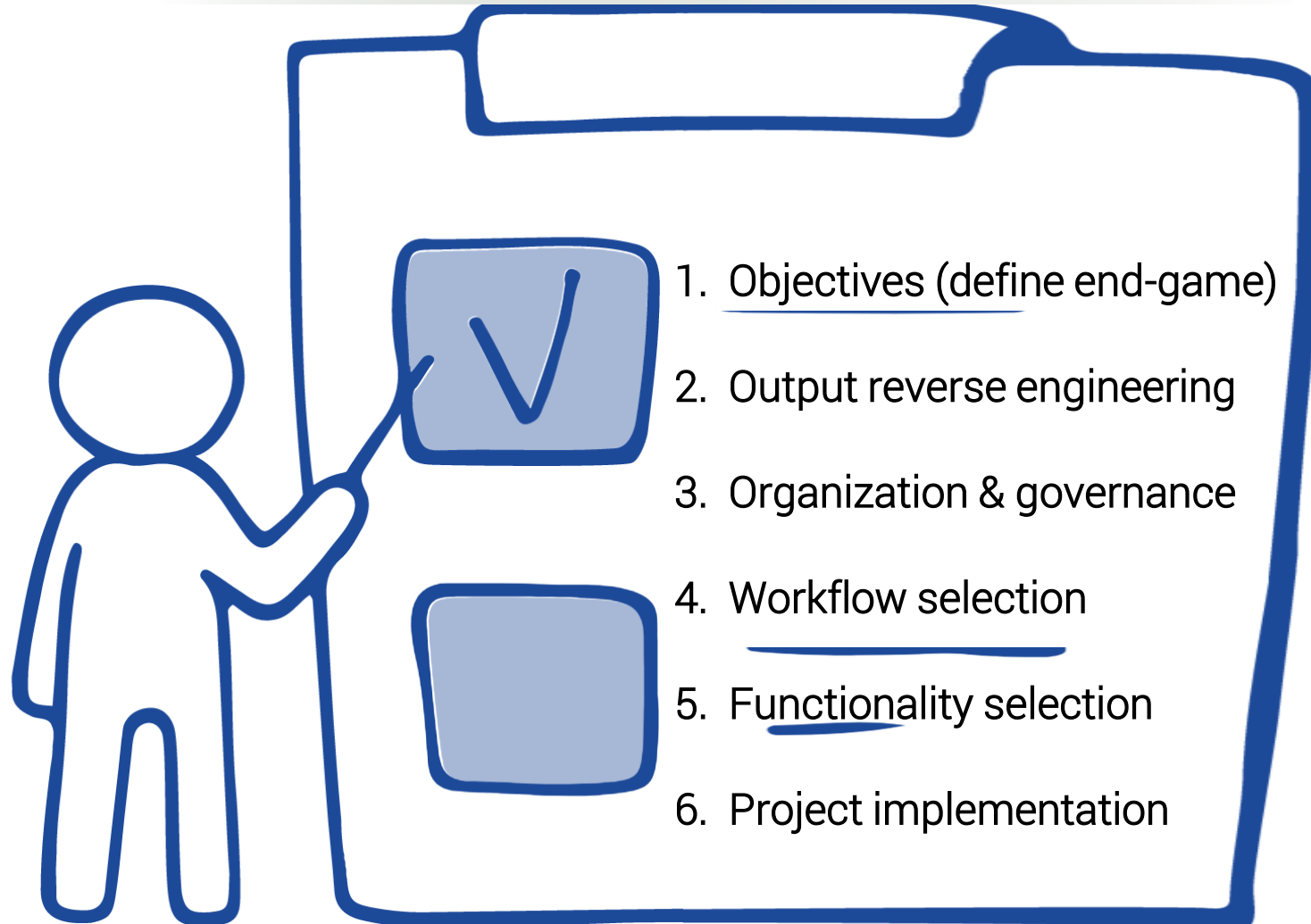
Project critical success factors

Which elements are fundamental to achieve the project goals?

Project approach

How to execute your tax technology plan?

Your Tax technology plan 2017



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