



# Tax Reimagined

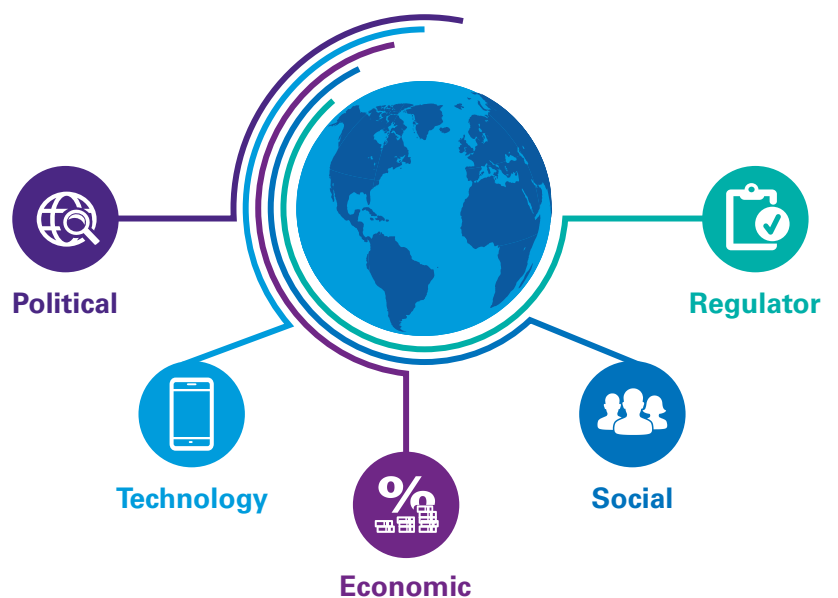
Tax is changing. We're changing Tax.

**There is no shortage of challenges and opportunities facing today's tax functions. Carrying on as in the past is not a viable option. You need to be ready to be compliant and ready for the changing digital future of tomorrow. Tax is your license to do business. Tax Reimagined is the discussion you need to have now.**

## The challenge

The volume and pace of change in the tax environment is unprecedented. Complex and uncertain times need different tools and skills to manage the business of tax. Yet, investment has lagged behind. Your workload has increased while your resources have diminished. You need to not only be compliant today but ready for the digital world of tomorrow. Meanwhile the business continues to demand tax support. What's the answer?

### Global trends disrupting the tax function



# The opportunity

At KPMG we have combined our technology, transformation and compliance capabilities under a new framework — Tax Reimagined. Deploying our solution architects and leveraging this framework, we can help you develop a strategy for your tax function and design a target operating model to help ensure execution; reduce costs, improve quality and unlock value from your tax and statutory function.

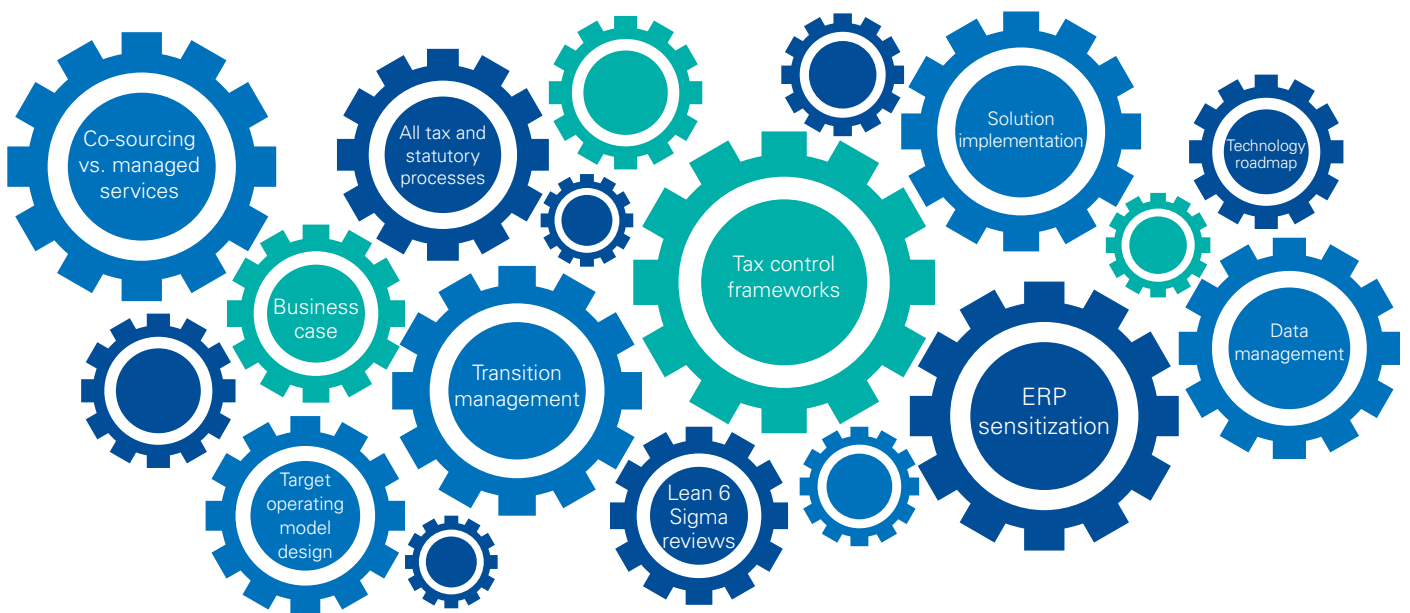
These days, tax makes headlines. This is the impetus to shift the conversation, to lay the foundation of an irresistible business case for investment in tax infrastructure. This takes the form of new tax operating models, technology tools and capabilities which are more adaptable and configurable to tax needs and flexible new ways of approaching sourcing. For example, large scale finance transformation projects and disruptors like emerging technologies means tax functions need new ways of working which, in turn, can also embed continuous improvement for sustainable change.

## KPMG's approach to developing a target operating model



# Tax Reimagined in practice

KPMG's Tax Reimagined solution architects collaborate with you to bring tax expertise, a deep understanding of technology and innovative operating model designs to work alongside you to reimagine your tax function. This will involve designing a target operating model that combines transformation, with the right blend of managed services and technology to help the gears of your business work together to accomplish your goals.



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# Case study — a global pharmaceutical company

A global pharmaceutical company with a presence spanning over 95 countries needed help to develop a new tax operating model. The high cost of compliance and escalating regulatory challenge needed new thinking. The in-house compliance team was not well integrated into the finance function and the cost of investing in new tax technology infrastructure was considered too high.

Using our Tax Reimagined approach, we helped the client determine their optimum delivery model and provided the necessary challenge to build the business case for change.

Today the client operates cost-effective, globally standard tax compliance processes. We successfully transitioned their compliance team into the supportive environment of the KPMG Center of Excellence. Tax leadership benefits from rapid global visibility of risks and issues and new insights and value from its data. Together, we have future-proofed their compliance processes.

### Coverage




95+ countries

### The challenges


- Escalating cost of tax compliance
- Technology investment cost prohibitive
- Increasing regulatory demands including transparency and direct access to tax data
- Talent attraction and retention under pressure
- Variability of processes and operating models
- Lack of standardization creating inefficiencies and risk
- Unable to leverage technology effectively

### Our approach




- Conducted a worldwide deep dive of compliance operating processes
- Worked in partnership to develop a business case for change
- Applied a Lean 6 Sigma methodology to standardize processes
- Devised a people strategy to optimize resources and define future skills
- Built a transformation business case with a clear return on investment
- Applied KPMG's well-established tax technology to automate processes and improve data quality
- Devised and implemented a new operating model enabled by KPMG's Center of Excellence

### Tax Reimagined



- 1 Significant reduction in the cost of compliance
- 2 Single dashboard to provide oversight of tax reporting across all countries
- 3 People transfer from company's statutory and tax teams to KPMG
- 4 Improved KPI reporting
- 5 High quality tax data that drives insights and business value
- 6 Future proofed for the digitalization of tax authorities and reporting
- 7 A leaner, more business focused retained compliance team
- 8 Single accountability for all compliance activities

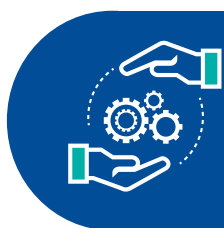


## Next steps

Every company is unique. Every tax function is too. A bespoke KPMG Tax Reimagined workshop gives you the opportunity to imagine the model that works for you then brings it to life.

Our rapid diagnostics and wealth of benchmarking data can take you from dreaming of the possible to the foundations of a tangible business case in less time than you think.

Continue the conversation by contacting one of our global solution architects. Together, let's prepare to meet the future of tax.



### Investing in transformation

Across the KPMG organization, we are investing US\$5 billion over five years in technology, people and innovation to accelerate the digital transformation of KPMG firms and our clients, with more than US\$1 billion being invested in tax & legal technology specifically through that period.

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