



# Tax Reimagined — what's next?

## **Tax Technology strategies**

Future of Tax & Legal webcast series

—  
9 March 2021

# Today's presenters



**Jay Ayrton**  
Partner,  
Head of Tax Reimagined in EMA



**Lisa Giffin**  
Managing Director,  
Tax Reimagined in the US



**Emmie Nygard**  
Director,  
Tax Reimagined in the UK

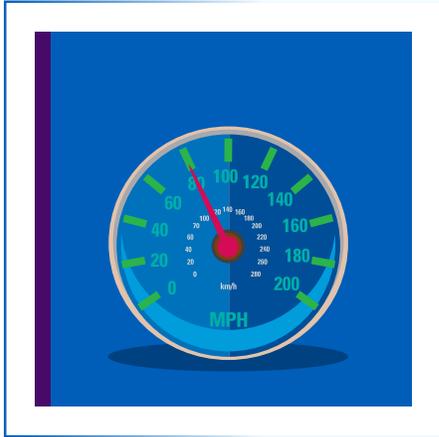


**Cyrus Daftary**  
Principal,  
Tax Reimagined in the US



**Amit Ringshia**  
Managing Director,  
Tax Reimagined in the US

# Topics for discussion



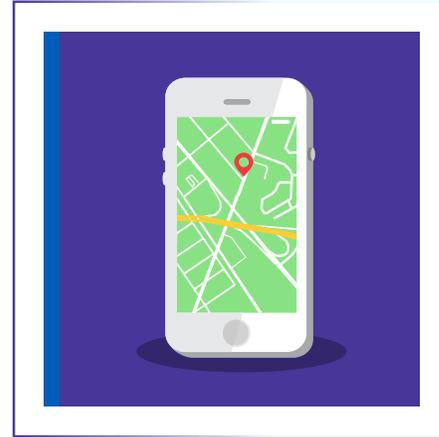
1

**The changing times  
for the tax function**



2

**Use of technology in  
the tax function**



3

**A client's journey**



4

**Q&A**

# Administration

## Polling questions

- Polling questions will appear as we proceed through the presentation.
- As mentioned, in order to receive the certificate of attendance, we require participants to take part in at least four of the five polling questions.
- If you qualify for the certificate of attendance, it will be sent to you following the webcast.



## Attendee questions

- You may submit questions in the *Ask a question* button on the left. We will answer as many questions as we can during Q&A. If we are unable to answer your question during the webcast, someone from KPMG may reply via phone or email following the webcast.
- For technical issues, please use the *Question Mark* button in the upper-right hand corner of the media player.



## Your feedback

- When the webcast is over, the webcast player will automatically refresh to display an exit survey. Feel free to complete the survey, as your comments are very valuable to us.

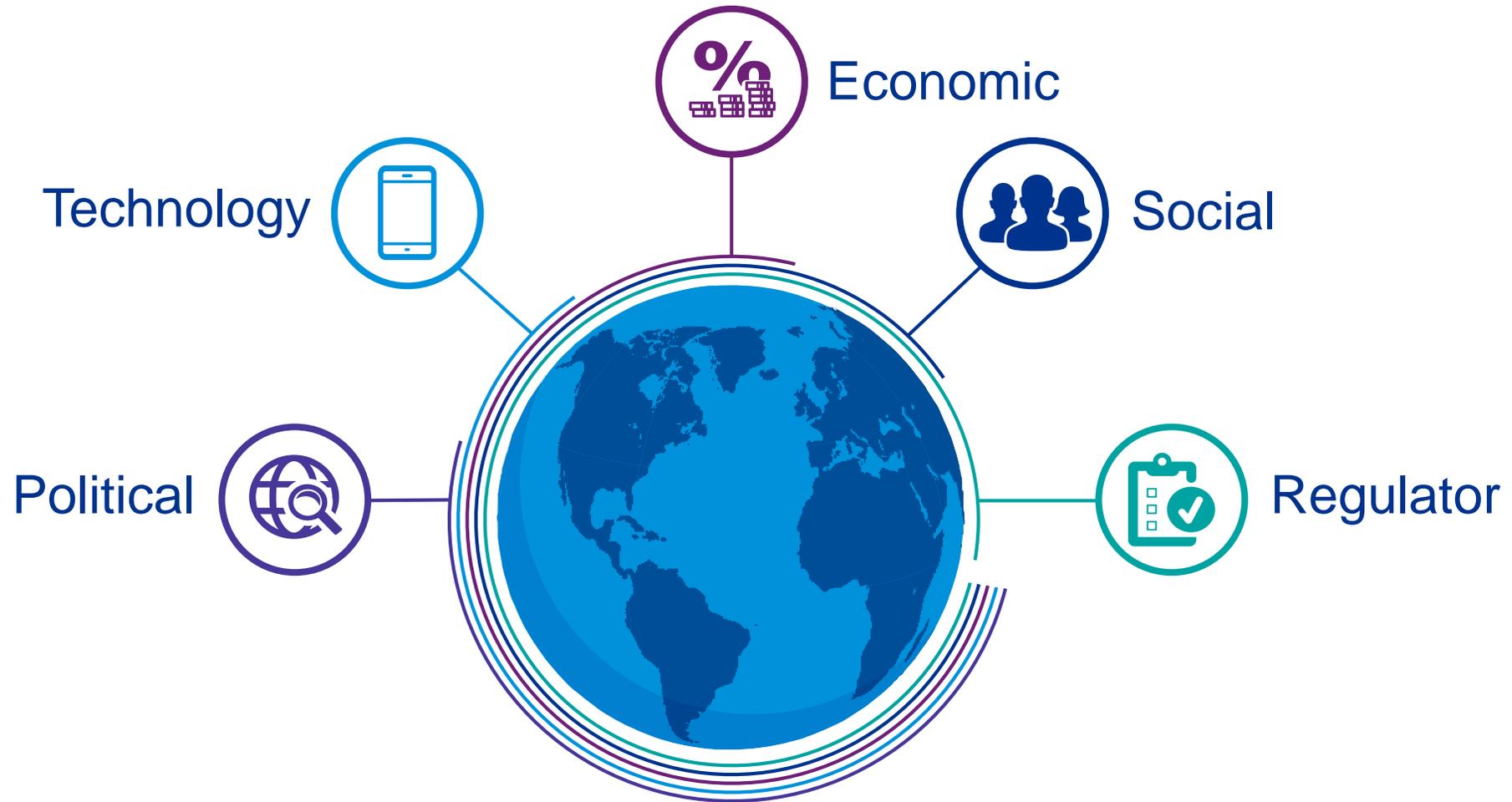


# The changing times for the tax function

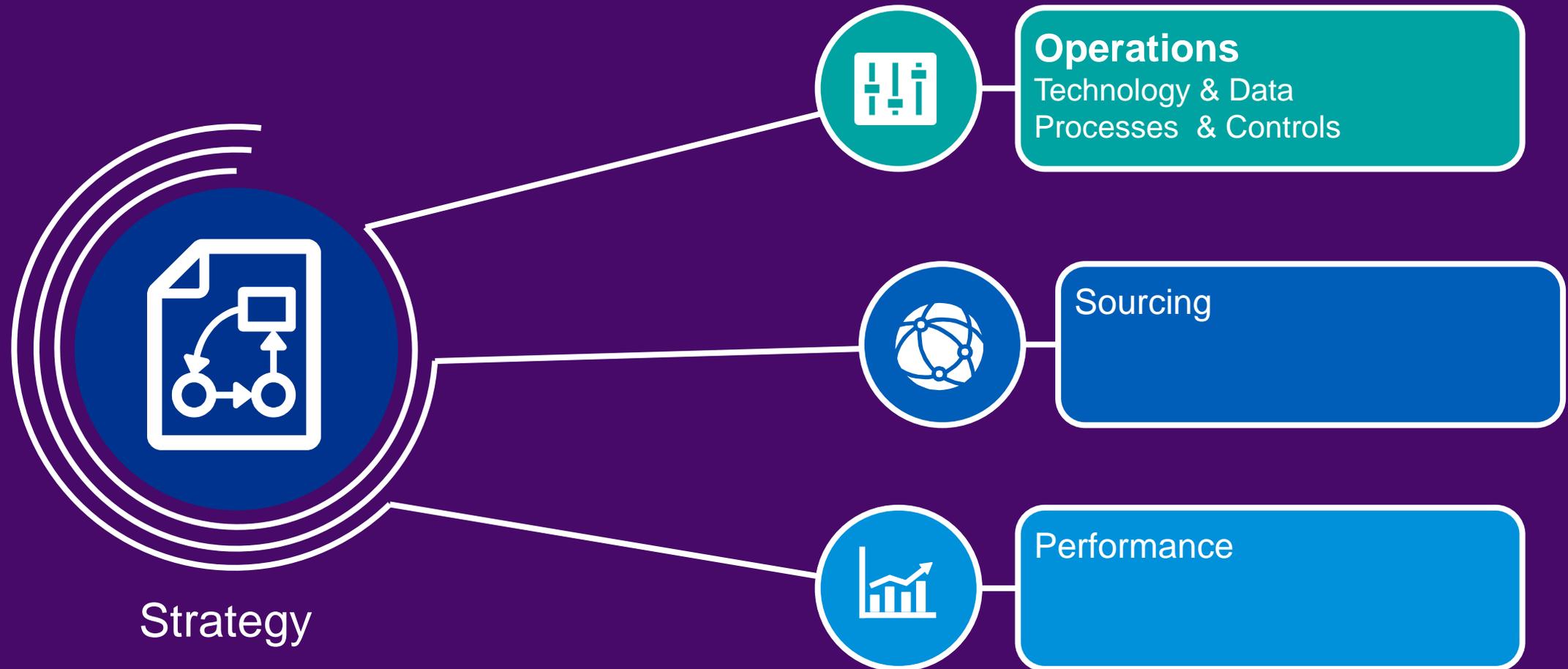


**Jay Ayrton**  
Partner,  
Head of Tax Reimagined  
in EMA

# Global trends impacting the tax function



# Key components of a reimagined tax function





# Use of technology in the tax function



**Cyrus Daftary**  
Principal,  
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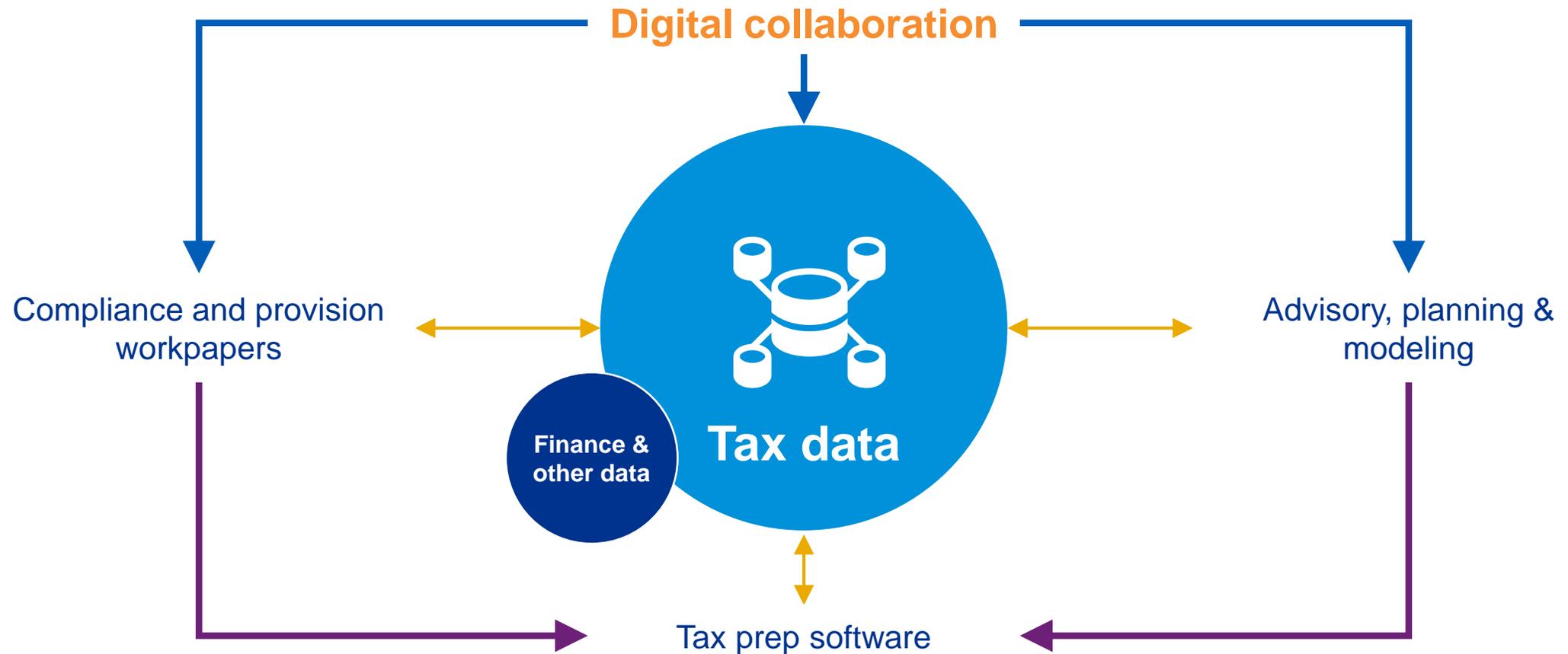


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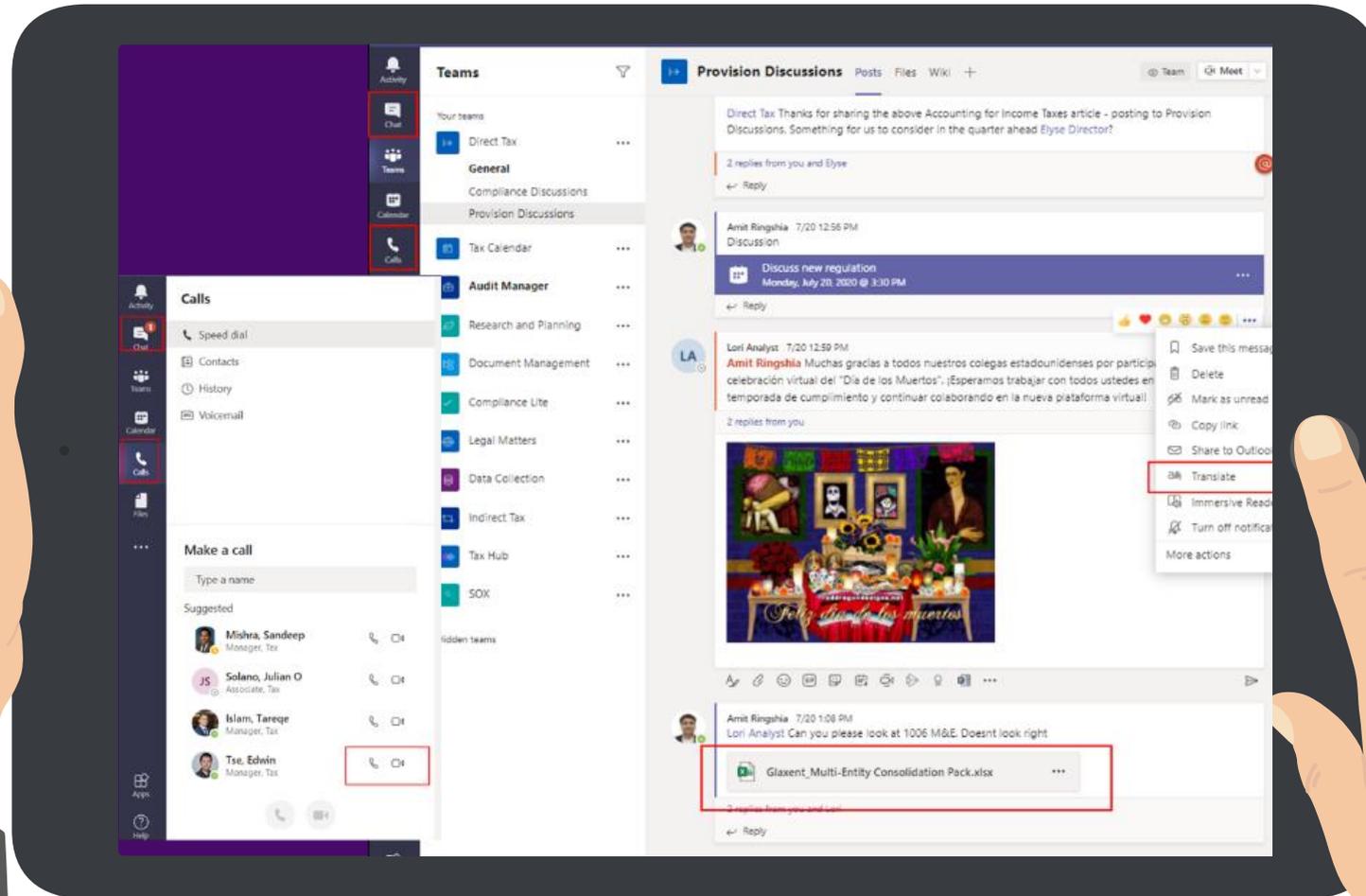
# Use of technology in the tax function



# Reflections: Managing a virtual workforce & virtual culture



# Audio, video, digital & document collaboration



# Process, task and calendar management

**Process Monitor**

Detail	Docs	Entity	Jurisdiction	Process Type	Activity Type	Tax Year	Tax Period	Tax Type	Due Date	Status
		1007 : Glaxent Sales Car	Carada	Compliance	Annual Return	2015	12/31/2015	Income Tax	9/1/2020	Overdue
		1011 : Glaxent Sales Por	Portugal	Statutory Reporting	Annual Return	2020	12/31/2020	Gross Receipts Tax	9/13/2020	Completed
								Gross Receipts Tax	9/13/2020	Overdue
								Income Tax	10/5/2020	Overdue
								Income Tax	10/29/2020	Overdue
								Income Tax	10/30/2020	On Time
								Income Tax	11/7/2020	Overdue
								Income Tax	1/12/2021	On Time
								Income Tax	1/12/2021	On Time
								Income Tax	1/12/2021	On Time
		1031 : Glaxent Singapor	Singapore	Provision	Quarterly Provision	2020	12/31/2020	Income Tax	1/29/2021	On Time

**Compliance**  
12/31/2015  
0 / 2 Completed

Amended Return  
Franchise Tax

1006 : Glaxent Sales Brazil  
Brazil

Milestones    Comments    Documents     My Milestones

01. Data gathered (see Checklist);	12/31/2020	Beth Analyst 0 / 500 Items Completed	Not Started	Started	Completed		
02. Calculate Book-tax adjustments (see Checklist);	7/8/2021	Amit Ringshia 0 / 1 Items Completed	Not Started	Started	Completed		

# Automating data processing to connected workpapers

## Control Center

Generate new packages based on configuration file

Update

Consolidate

Template Files

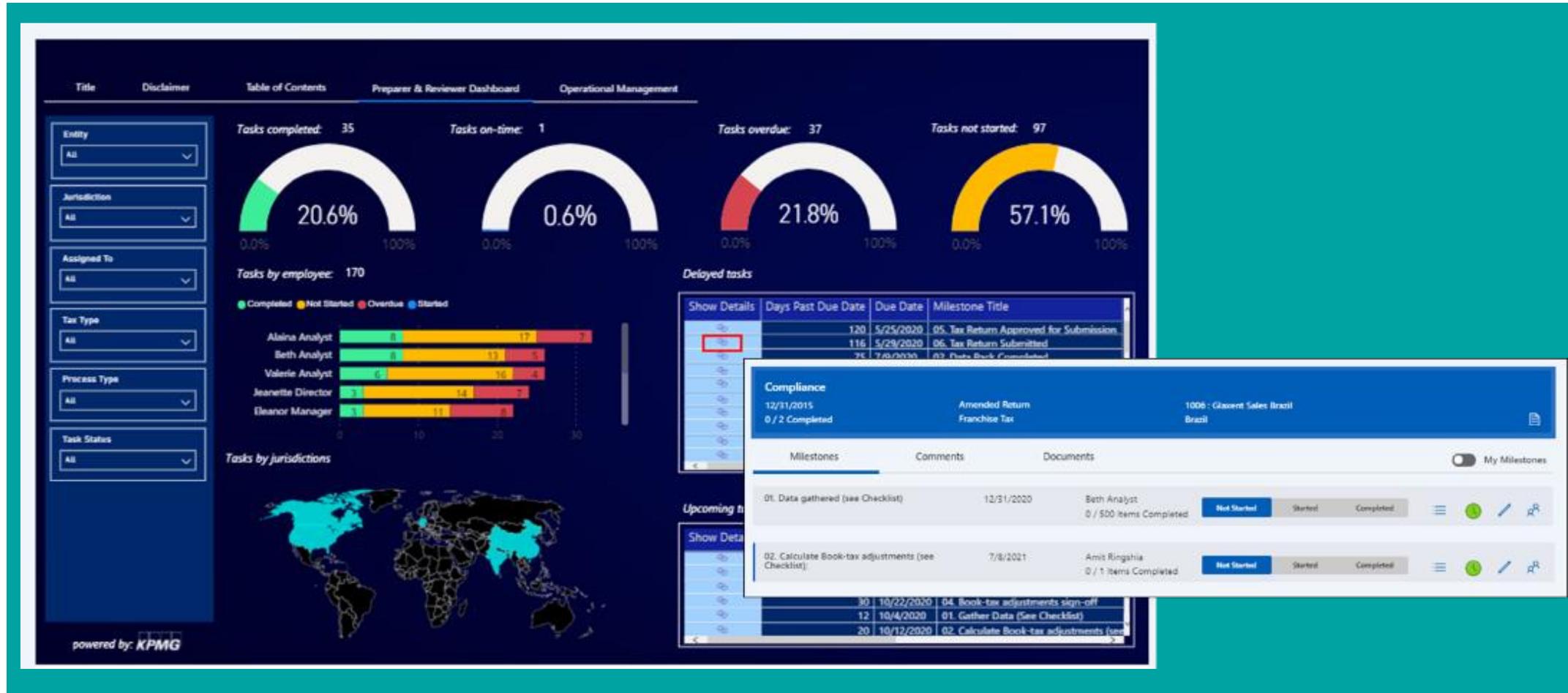
Configuration Files

Consolidation Files

The screenshot displays the 'Control Center' interface. On the left, there are three main action buttons: 'Generate' (highlighted with a red box), 'Update', and 'Consolidate'. To the right, there are three stacked buttons: 'Template Files', 'Configuration Files', and 'Consolidation Files'. A central flowchart titled 'Data Collection - Generate' shows a sequence of steps: PowerApps, Get configuration file, Get template content, Get tables, Get First Table, List rows present in a table, Parse Table Data, and KeyColumn. A table titled 'Packages > General' is overlaid on the bottom right, listing generated packages with columns for Name, Package, Entity, Jurisdiction, Sign-off Status, Assigned To, and Due Date.

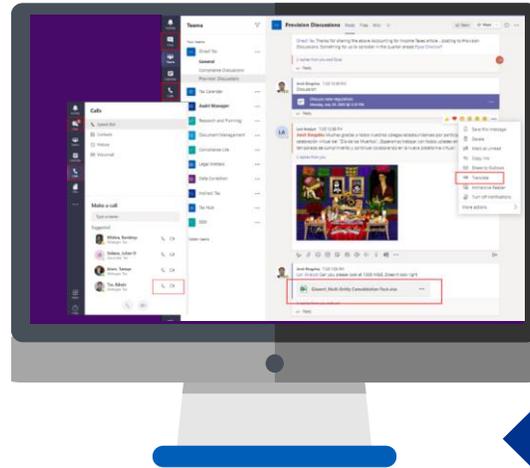
Name	Package	Entity	Jurisdiction	Sign-off St...	Assigned To	Due Date
1004_Glaxent Research India_India_2020.xls	FTP_2020_Q1	1004 : Glaxent Research In	India	Not Started	Beth Analyst	9/30/2020
1005_Glaxent Research US_Uni...	FTP_2020_Q1	1005 : Glaxent Research U	United States	In Preparation	Amit Ringhia	9/30/2020
1006_Glaxent Sales Brazil_Brazil_2020.xlsx	FTP_2020_Q1	1006 : Glaxent Sales Brazil	Brazil	Prep Completed	Chris Zibert	9/30/2020
1007_Glaxent Sales Canada_Canada_2020...	FTP_2020_Q1	1007 : Glaxent Sales Canac	Canada	Prep Completed	Belinda Supervisor	9/30/2020
1009_Glaxent Sales Japan_Japan_2020.xlsx	FTP_2020_Q1	1009 : Glaxent Sales Japan	Japan	In Review	Aleina Analyst	9/30/2020
1011_Glaxent Sales UK_United Kingdom_2...	FTP_2020_Q1	1011 : Glaxent Sales UK	United Kingdom	In Review	Amit Ringhia	9/30/2020
1015_Glaxent Sales Denmark_Denmark_20...	FTP_2020_Q1	1015 : Glaxent Sales Denrr	Denmark	Review Completed	Amit Ringhia	9/30/2020

# Providing ability to do smart review and analytics

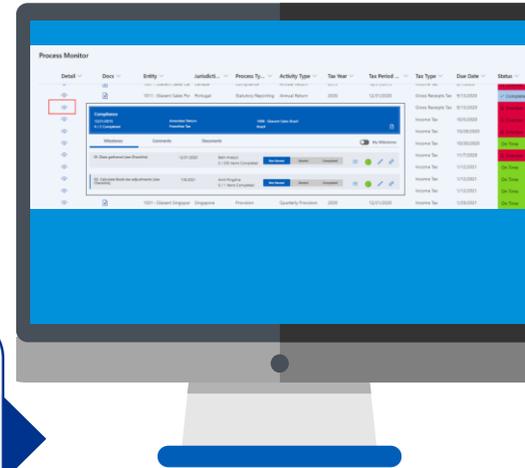


# Bringing it all together

Audio, video,  
digital & document  
collaboration



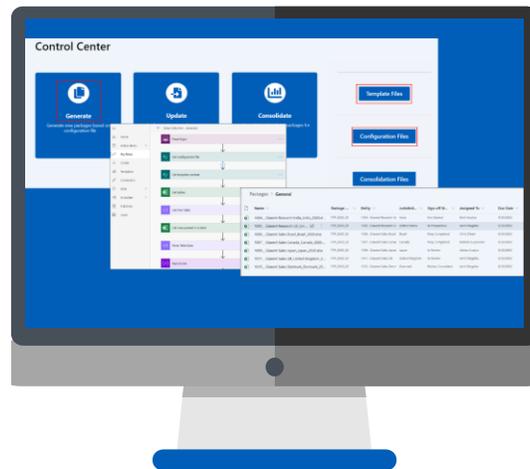
Process, task and  
calendar  
management



Providing ability to  
do smart review  
and analytics



Automating data  
processing to  
connected  
workpapers



Connected  
Hub For  
Tax

# Focus on the work, not where you work

Working from anywhere requires work to be reoriented and intentional, understanding the drivers behind how work is done, and the connection to a place.



Tax team



Corporate colleagues



Ideas & Information



Day-to-day tasks



Place

## Task

Looks at the discreet effort, outcome-focused productivity, authorization to complete, and linkages to other tasks and humans



## Type

Addresses the inherent work style associated with completing tasks e.g.. collaborative, independent, creative,



Work



## Time

Gives consideration to time to complete, time restrictions, team cadence, and the chronology of the human



## Tools

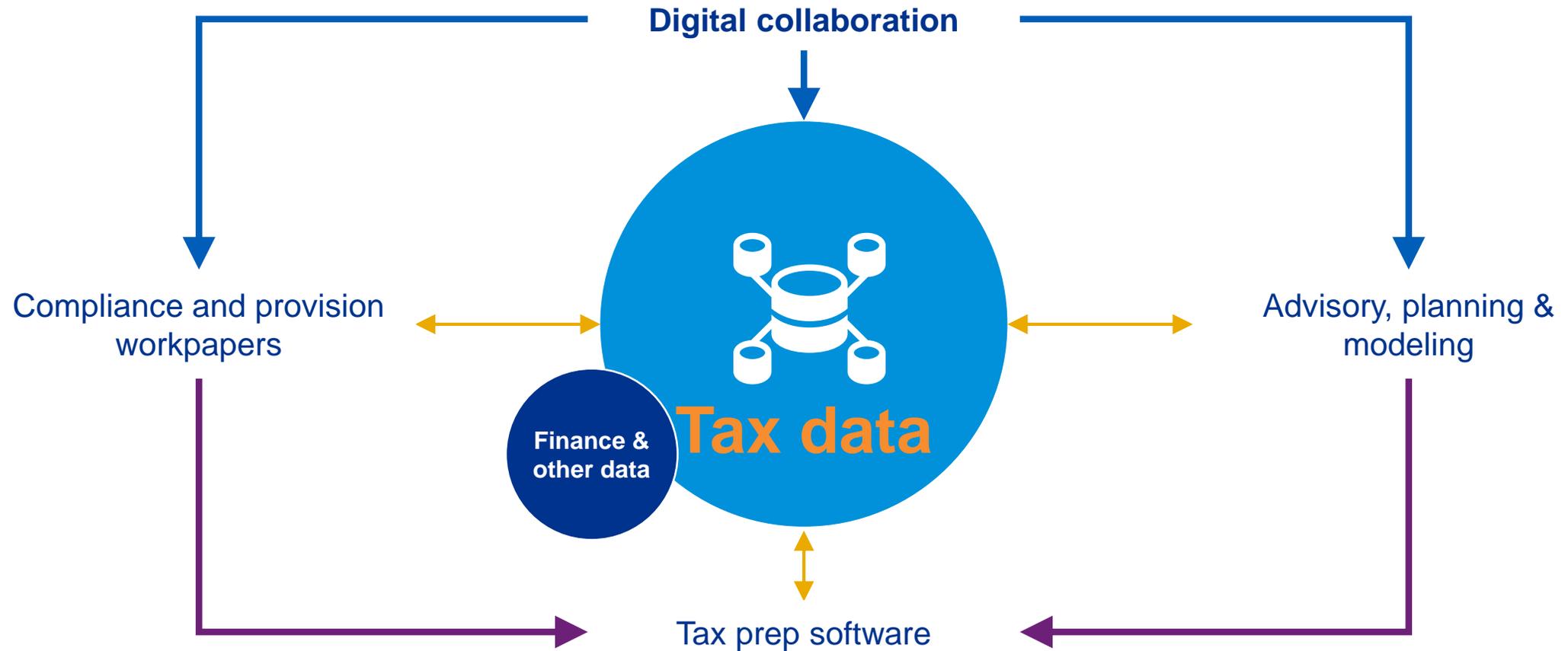
Focuses on the resources required to complete the tasks, including new techniques and information sources



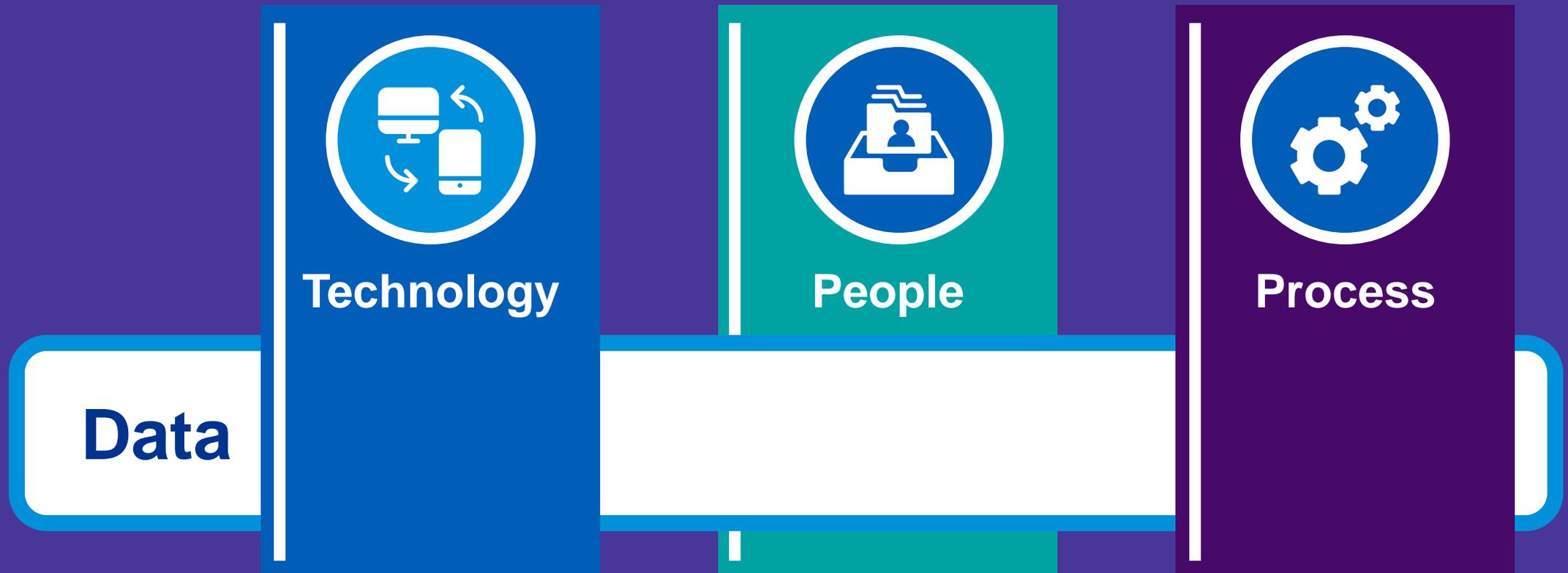
## Tech

Addresses core, enabling, and infrastructure technologies to complete the task on a remote basis

# Use of technology in the tax function

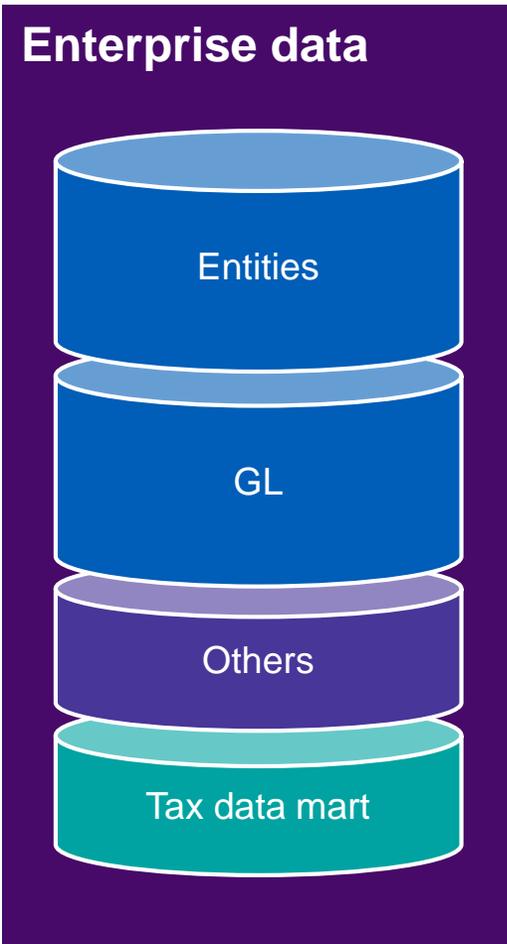


# So how do we approach data?



Data is always intertwined with our process

# Tax data management - Today



## Tax department workbench



Tax workpapers



Tax data and automation

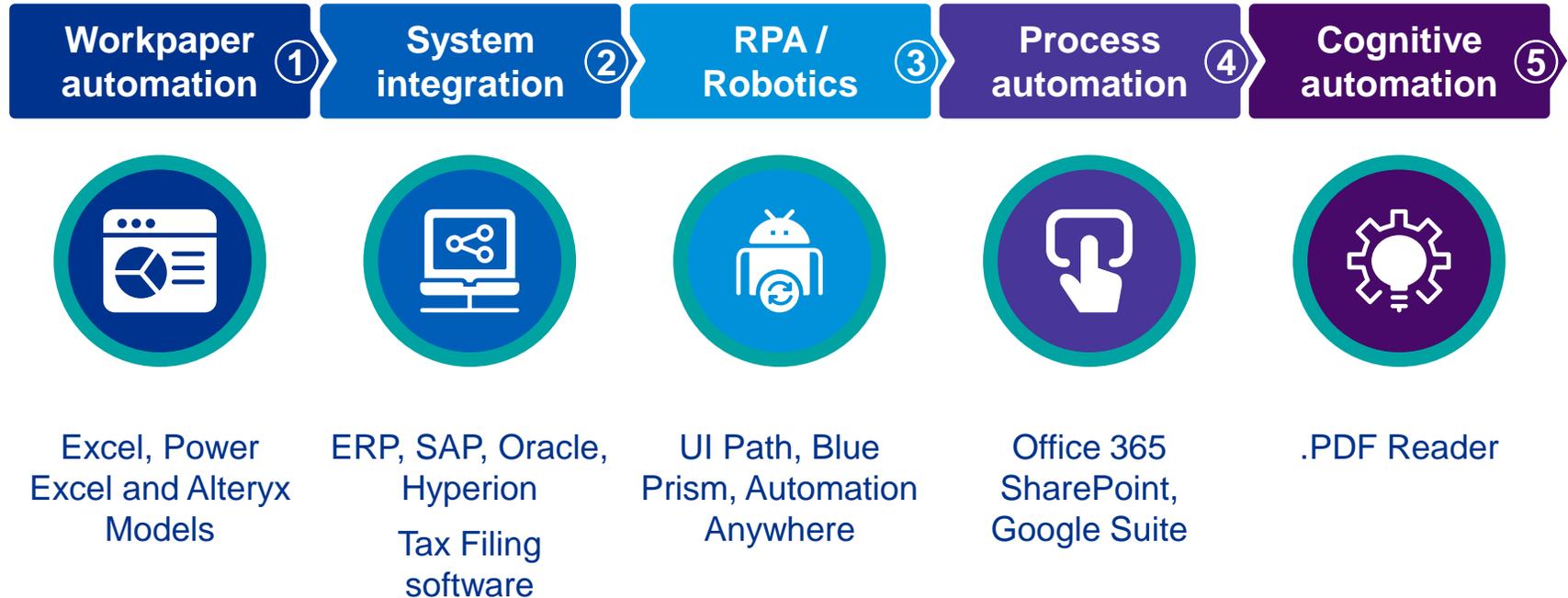


Tax filing software  
Other tax apps

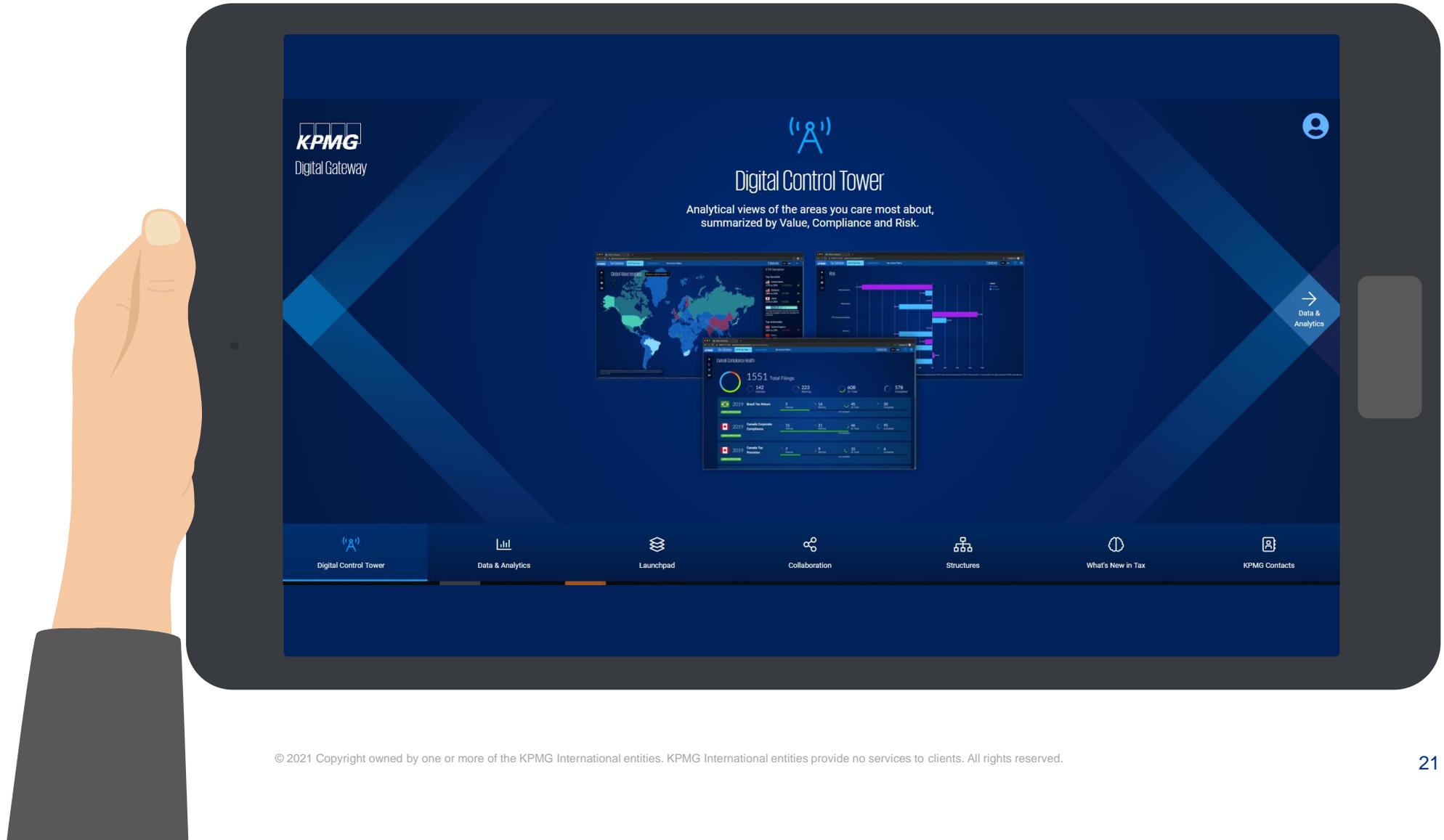
# Tax data and automation

In order to keep pace with ever-changing tax and regulatory requirements, tax organizations need to rely on technology, starting with accurate, structured data.

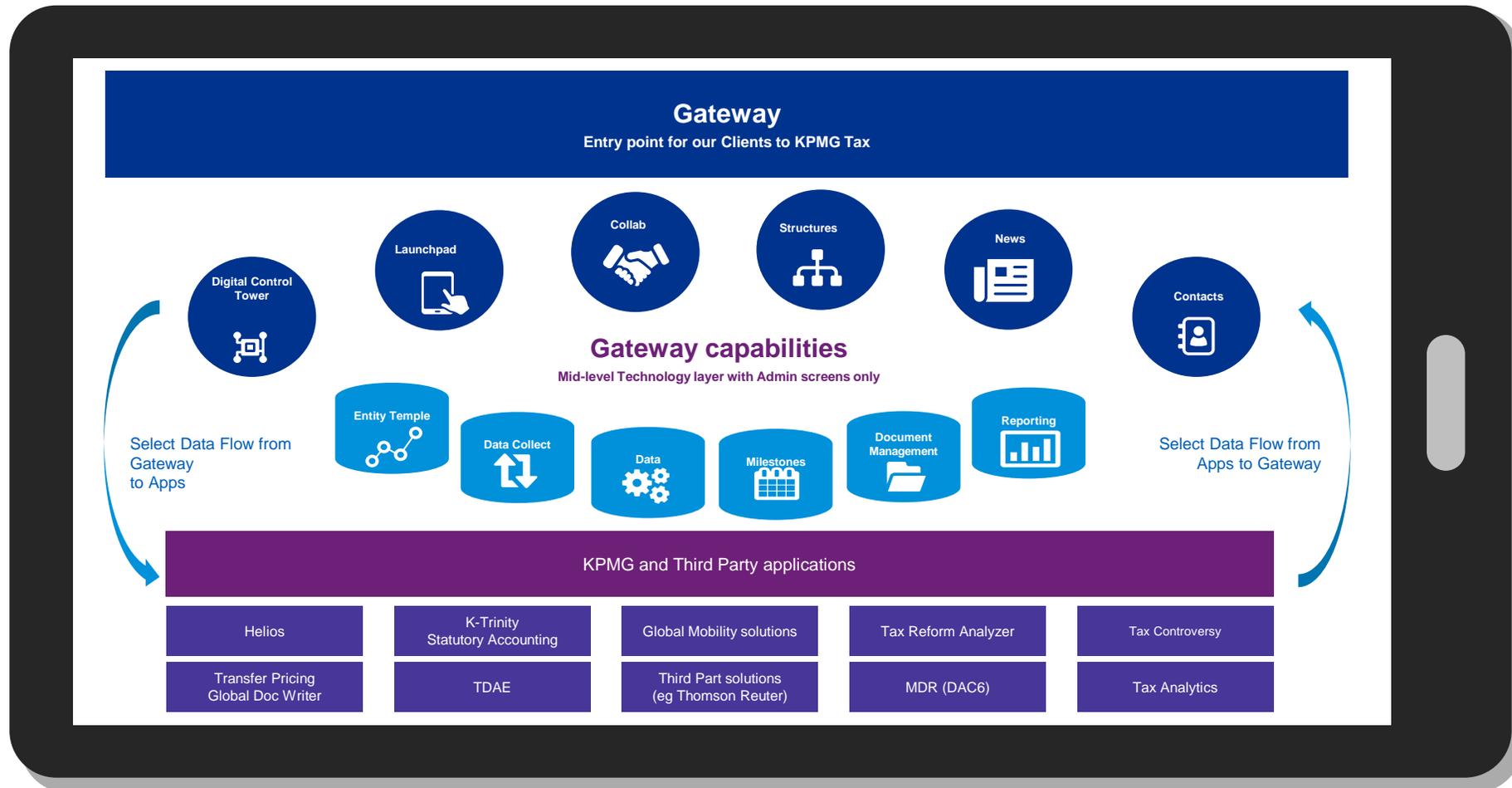
Improving tax department processes by automating the data flow within tax process and between Finance, and Tax Systems.



# KPMG Digital Gateway



# KPMG Digital Gateway technology





# A client's journey



**Emmie Nygard**  
Director,  
Tax Reimagined in the  
UK

# A client's journey

## Coverage



80+  
countries

## Global Petro-Chemical business – ERP ‘carve-out’ project

### Challenges

- Required to stand up new global ERP instance for ‘carve-out’ of business area
- Implementation was combined with introduction of a new toll-manufacturing supply chain model

### Data challenges

- The new supply chain model required additional data capture to ensure tax processes were robust (e.g. Transfer pricing)
- A global approach to data management and reporting with local requirement considerations
- Issues faced in previous technology implementation meant extra focus on tax data and requirements to ensure compliance

### Our approach

- Established clear governance to ensure Tax input for all key decisions
- Primary approach was to automate taxes (VAT, TP) within ERP
- Where specific local country requirements were identified that ERP could not deliver (Brazil, India, Spain, China, Hungary etc, worked to deploy other specific tools to ensure compliance

### Collaboration Approach

- Original approach was to bring all teams together in 1-2 week long workshops, system testing cycles etc.
- COVID-19 hit half-way through the project shutting whole offices down around the world.
- Client and KPMG scrambled to get a virtual ecosystem set up in which work could/did continue. This included:
  - Use of collaboration software (e.g. Skype, Teams) for communication
  - Use of collaboration sites for sharing data (e.g. SharePoint, client's legacy collaboration site)
  - Virtual testing HUBs for UAT
  - Use of KPMG's digital gateway offering for Workflow management related to testing, dress rehearsal, cutover and go-live

### Benefits

- Conducted worldwide ERP set-up deep-dive
- Applied KPMG's proven tax technology to automate processes and improve data quality, driving cost reduction and better data insights
- Devised and implemented a new operating model enabled by KPMG's leading tax technology teams



# Questions?



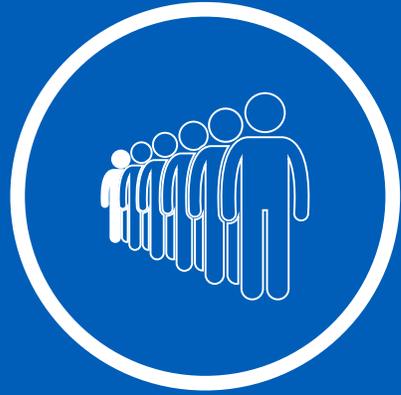


# Wrap up



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Head of Tax Reimagined  
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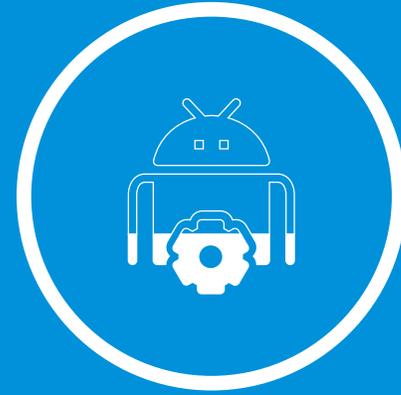
# Closing observations



Tax is back of the queue for internal IT investment



Tax own the data standards for tax but they don't own the data



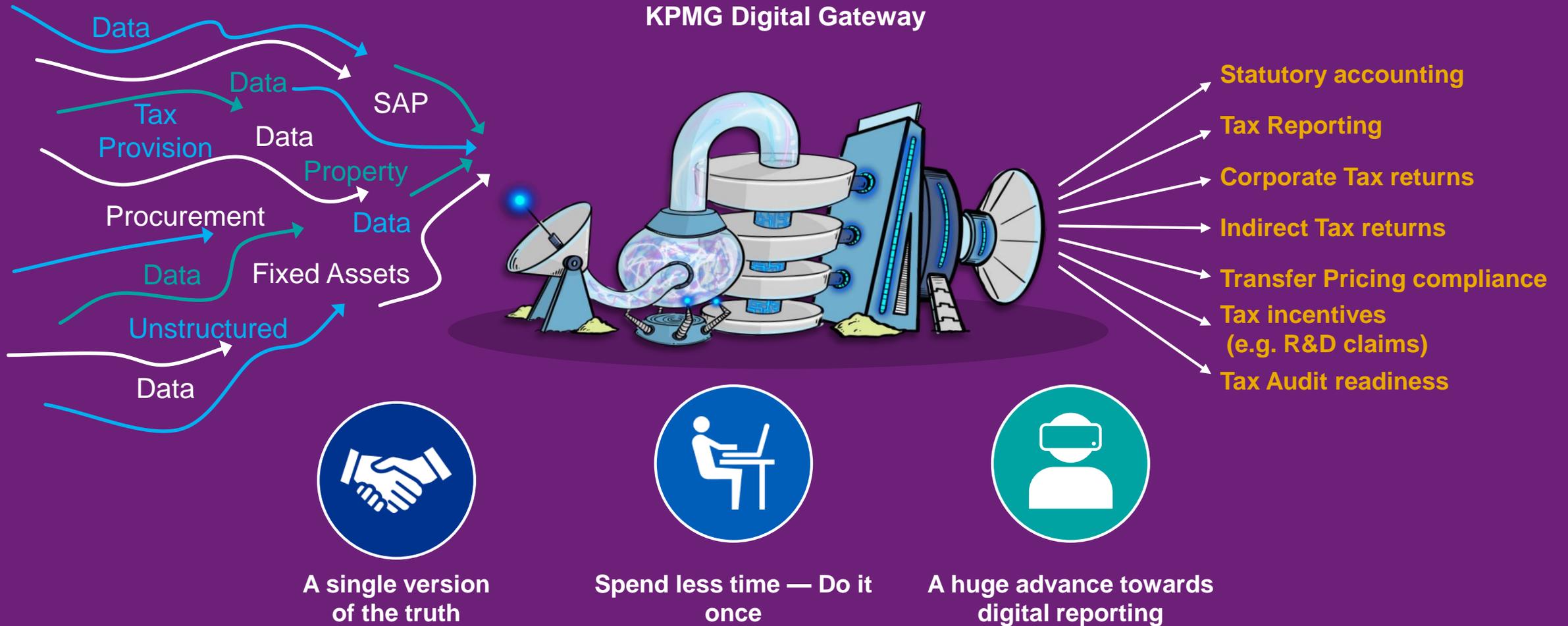
Most companies have less than 30 percent of the technology they need



Data quality is the single biggest barrier to the success of the tax function

**Most companies implement point solutions for tax and don't address the whole infrastructure**

# What can good look like?





Thank you





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