

A person in a dark jacket and pants stands on a rocky, moss-covered mountain peak, looking out over a vast, cloudy landscape. The sky is filled with soft, white clouds, and the ground is a mix of dark rocks and green moss. The overall scene is dramatic and evokes a sense of achievement and vision.

Optimizing tax operations in financial services organizations

A vision for operating model innovation

Is your tax operating model ready for today's tax realities and tomorrow's challenges?

Tax operating models have hit an inflection point. A number of macro trends are significantly challenging current tax operating strategies. In response, enterprises must determine if their tax function is positioned to meet these evolving needs, both now and in the future. Now is the time for organizations to ask themselves this question: Is our tax operating model positioned to meet both today's realities and tomorrow's challenges?

Macro trends impacting tax functions



Legislative change



Business agility



Digital disruption



Cost reduction



Finance transformation



Talent management

Now is the time for organizations to ask themselves: does our tax operating model still fit?

Data and technology

- ▶ Do our accounting, finance and tax departments share data in the most efficient, effective way possible?
- ▶ Are we leveraging leading-edge technology and data management innovations to facilitate collaboration, mitigate risk, and develop actionable analytics?

Established framework

Do we have a tax function that is cohesive and effectively executes domestically and worldwide?

Talent

Are we positioned to attract and retain the right talent and skills?

People and organization

Do we have our resources adding optimal value in the right locations at the lowest cost?

Process and policy

Are we reducing redundancies and continuously driving to innovate and improve?

Global service delivery

Have we built a global infrastructure that delivers best-in-class and best-in-cost tax services to the organization?

Digital transformation

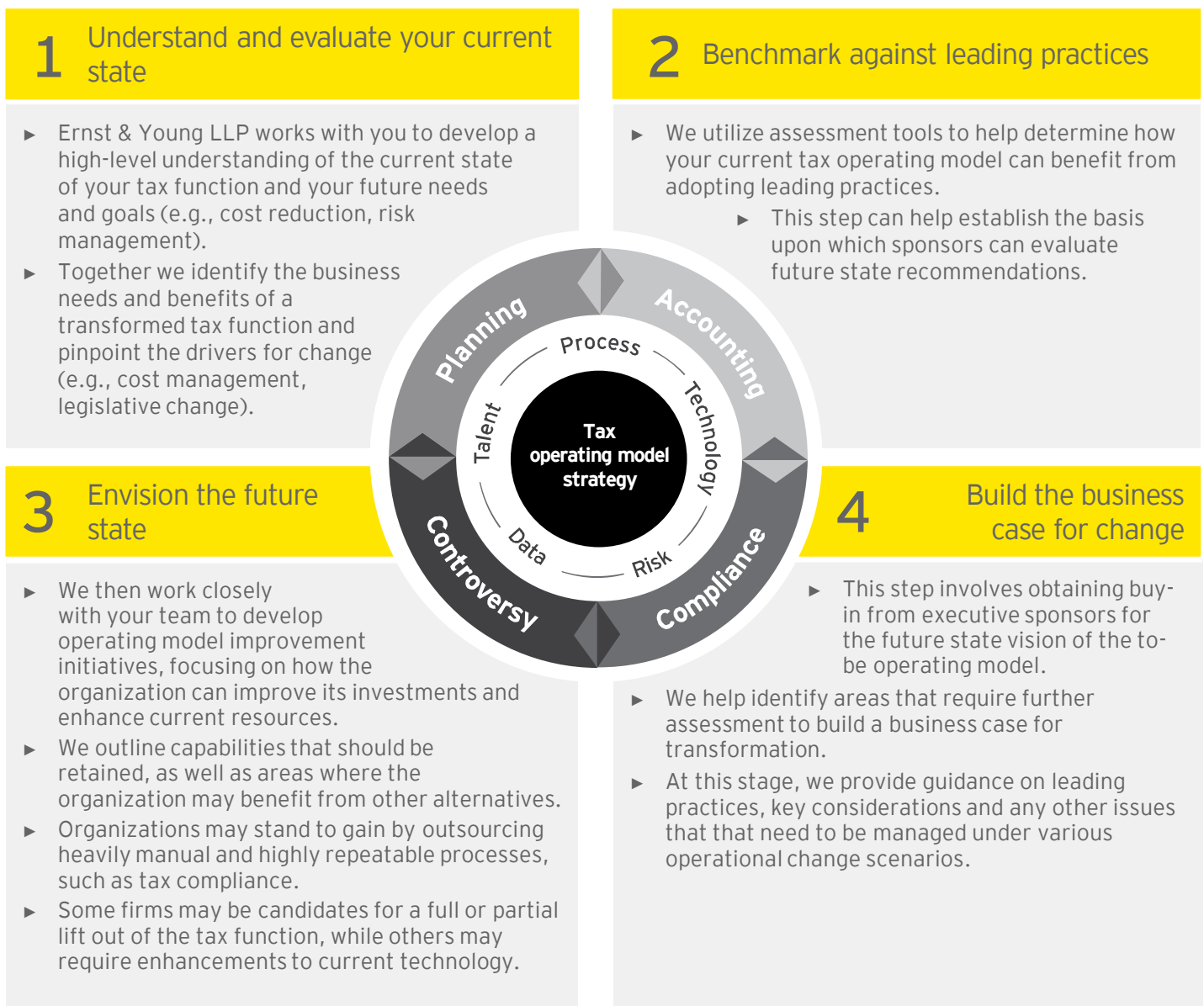
In an increasingly digital working world, it's critical that tax departments consider the opportunities that new technologies – particularly automation – provide to unlock value, manage risk, improve efficiency and provide value-added insights. Innovative tactics and tools to consider include:

- ▶ Digitization of operations
- ▶ Intelligent automation, including robotics
- ▶ Artificial intelligence
- ▶ Service centers
- ▶ Centers of excellence

If your organization has invested in any or all of these, ask yourself if you are truly maximizing your investments. If not, it is time to map out your optimal path to digital transformation. In either case, it is critical to determine what to keep in-house and what to outsource to a provider with a robust technology platform.

How financial services firms can evaluate their tax operating model

Setting the strategic direction for your tax operations involves a four-step process. Our unique methodology can help ascertain which tax capabilities should be retained internally, which might benefit from a hybrid solution and which can be outsourced.



Build a strategic collaboration with EY to create agility and add significant value

Tax areas to consider

Leveraging our unique methodology, we can help organizations determine which capabilities can benefit from transformation – in order to meet your business goals. Because every client is unique, our strategies are customized for each situation.

We can help you in the following areas:

Talent

- ▶ Attract and retain the right resources
- ▶ Improve career opportunities of your employees

Data and technology

- ▶ Establish a robust technology platform
- ▶ Leverage leading-edge technology and data management innovations

Established framework

- ▶ Create a structure that maintains cohesion and improves execution domestically and worldwide
- ▶ Facilitate a smooth transition
- ▶ Emphasize change management

People and organization

- ▶ Reduce dependence on location
- ▶ Utilize lower-cost resources
- ▶ Pivot resources for more strategic activities

Global service delivery

- ▶ Leverage global EY infrastructure
- ▶ Guide you with proven global methodologies and governance

Process and policy

- ▶ Reduce redundancies and utilize a risk-based approach
- ▶ Drive continual innovation

Why EY?

The EY organization is the **only** public accounting firm with a separate business unit dedicated to the financial services marketplace with seamless access to a global tax network of 50,000 tax professionals in more than 150 countries.

Contact one of the dedicated EY financial services tax executives to discuss the benefits of a tax function transformation strategy

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