

Creating a High-Performing Tax Process

Evolving Requirements

Tax departments are under more operational pressure than ever, as taxing authorities increase their demands for information. This trend will only accelerate, and it is highly likely that we will see major changes for the tax return filing process within 10 years, with the adoption of real-time data sharing with various taxing authorities and departments of revenue. In some jurisdictions, this is already happening. Tax departments need to act now to fundamentally change how they work to focus more on real-time data processing and analytics to ensure better accuracy and transparency for tax returns.

At the same time, budgets for improving tax operations are increasingly tight. Securing funding for the type of transformation required is difficult, but Ryan has the answer. We have combined our expertise for finding additional cash flow, implementing market-leading data extraction capabilities, leveraging analytics, and applying our transformation expertise to deliver measurable results. In short, we can help you deliver the transformation you need without having to seek funding from other critical areas within your organization.

Helping You Find Budget

Ryan is recognized as an industry leader in tax recovery reviews. Using our proprietary data mining technology, Ryan eReview®, our experienced tax accounting specialists carry out a thorough analysis of client Accounts Payable (AP) data, systems, processes, and controls to identify tax recovery opportunities. This is done on a percentage success fee basis, so you pay nothing until the claim for refunds has been paid by the tax authorities.

The review work is carried out with minimal disruption to our clients, as we will work remotely to swiftly identify any claims for refund and savings opportunities. Our process and technology include a platform that reviews unlimited AP transactions that can automate the document or invoice retrieval and read-only access to systems for our consultants to minimize any business or internal disruption during the project. We provide clients with a detailed picture of potential recovery opportunities, together with any potential exposures identified, and a robust process improvement report to ensure any underlying issues we have identified are fixed.

Ryan will prepare any voluntary disclosures and liaise directly with relevant tax authorities, if required, to secure tax savings on behalf of our clients. Our experts carry out all the work themselves, including a detailed verification of the identified savings and reconciliation of the tax accounts and the submitted filings. All this work is carried out with very little burden to our clients—we don't hand our clients a "to-do" list.

These recovery reviews enable our clients to capture potentially significant tax refunds to be used to realize their transformation ambitions and fund other projects. They also provide in-depth insight into your data, systems, processes, and controls to help us design the right transformation program for your business.



Transform Your Tax Process

Ryan's market-leading tax transformation team has worked with some of the world's largest companies to help them redefine their tax and finance processes and functions to make them efficient, effective, and scalable for future needs. We know each client is different, so we partner with them to design and deliver the right operating model for their business requirements.

We have significant experience helping our clients use their existing systems within the business for tax—whether enterprise resource planning (ERP), emerging technologies, analytics solutions, or other critical systems. We design the most flexible and scalable operating models that enable tax and finance departments to effectively manage the transition to real-time data analytics across all areas of tax and beyond. Our experts will also identify opportunities for outsourcing of

microprocesses and make them a reality with Ryan's Digital Tax Assistants; we work with you to "lift out" elements of your tax function over to Ryan if this is the right solution for you. Overall, our goal is to maximize the benefits across our clients' tax departments in the shortest possible timeframe to create proven value that can be scaled swiftly across other areas of tax and finance.

Ryan Methodology

Ryan's powerful "Assess, Advise, Transform" model can help a wide range of companies build out their ideal tax processes and functions. This simple but powerful three-stage approach enables Ryan to quickly assess your starting point and help you define your vision for the future before formulating and, most importantly, providing a plan of action to get you there, delivering value to your organization.



ASSESS

Ryan will review your current state of people, processes, data, and systems to understand what you are currently doing and help to define opportunities for enhancement—a process that is accelerated by insights gained during the recovery review. At the same time, we will liaise with your information technology (IT) function to understand existing IT infrastructure and any planned or current IT projects and protocols. We want to understand what you have tried in the past—what has worked, what has not worked (and why)—by benchmarking your tax function against our experience of the market. Our experts will also identify priorities, constraints, and quick wins that can kickstart your journey.



ADVISE

Our experts will help you build your vision for your tax function. Ryan will develop a heatmap of opportunities, typically by value and speed/complexity of implementation, and a roadmap for change. Together, we will produce project and resource plans, as well as business cases, to enable you to educate and align all stakeholders and, most importantly, help plan the first step in your transformation journey to show value to your organization quickly.



TRANSFORM

Ryan will deliver the transformation with as much hands-on assistance and project management as you need—from tax, transformation, IT, and operational change perspectives. As part of this process, we can deliver Ryan's Digital Tax Assistants to automate regular, data-heavy processes, such as data sourcing, merging, analytics, and running common tests on a line item, not sample basis. We can also take on part of your tax department's roles and responsibilities via a "lift-out" arrangement, using technology to "bridge the gap," ensuring seamless workflow for the combined team, and providing you with a scalability model for future transformation. We will give you the confidence that 100% of your data has been reviewed, so you know what you are sharing with tax authorities before you share it.

Capture the Benefits

Ryan provides a “one-stop tax transformation shop” to help our clients create tax processes for the future that are flexible and scalable. The benefits can be significant and typically include:

- A proactive, not reactive, tax department that understands and tracks its data, risks, processes, and controls
- Efficient, streamlined, and consistently applied processes and controls
- Automated lower-value processes, freeing up the team to partner with the business
- Flexibility to deal with future emerging requirements
- A tax function that is a master of its data, not the other way round
- More real-time, predictive analysis of data—on an individual line item, not sample basis
- Reduction in “key-person” risk
- Ability to scale when needed using Ryan’s Digital Tax Assistants and/or “lift-out” capabilities
- Proactive identification of future cost savings and refund claims



We can help you deliver this transformation, and our recovery work will help you do it without having to seek additional funding.

Why Choose Ryan?

Ryan is the largest Firm in the world dedicated exclusively to business taxes. Operating as a single global team, it provides a hands-on service with a flexible and scalable approach across all areas of tax. We pride ourselves on being technology agnostic, recommending what is best for your individual business requirements and taking into account your current and proposed IT infrastructure. We utilize our deep expertise in ERP systems, tax technologies, and other systems that can be configured for use across the full range of tax processes to design the best transformation for you, from implementation, ongoing maintenance, and continuous improvement perspectives. By providing a one-stop transformation shop and partnering with you to deliver tax processes on an ongoing basis, we can provide you with the tools and roadmap to create the tax department of the future, turning your tax vision into a reality.



Case Studies

TAX TECHNOLOGY STRATEGY REVIEW

Issue: A multinational engineering group wanted to improve the effectiveness of the group's tax operations. They recognized that technology, coupled with lean process improvement, would provide the answer.

Solution: Understanding existing initiatives and technologies used, our experts hosted a workshop for the client's tax department to identify potential solutions and discuss new advances in technology. The team identified the difficulties faced by the tax department across relevant processes with suggestions for improvement, before agreeing a prioritized list of opportunities.

A report containing findings and client technology solutions, including our recommendations, was provided with a heatmap showing benefits versus speed of implementation and a summary business case for change to aid board discussions.

Impact: The identified recommendations included hundreds of reduced hours for the current level of effort that resulted in thousands of annual savings.

CLOUD-BASED REPORT WRITER FOR BEPS TRANSFER PRICING LOCAL FILE

Issue: A global communications company was unhappy with its existing solutions provider and wanted to automate its local entity Base Erosion and Profit Shifting (BEPS) reports.

Solution: Our tax transformation experts built a custom, cloud-based application that automated the local file production process. The solution managed user access, tracked progress from kickoff each year to final submission, and accepted data uploads and manual input from both the tax department and local finance teams. The app, which is managed remotely, offered a flexible reporting tool and provided the client with a PDF report ready for submission.

Impact: This customized solution was flexible and scalable and met the client's unique requirements, saving them time and money as they were no longer paying for functionality they didn't need, while ensuring global consistency of output and oversight for the client's tax department.

AUTOMATION OF DATA PREPARATION FOR COMPLIANCE REPORTING

Issue: Our client was not realizing the true benefit of outsourcing because of the effort in extracting, staging, and transforming the compliance data and the closing of the reporting period after receiving the deliverables from its outsourced provider.

Solution: Utilizing existing raw data reports, which were poorly formatted, our experts used robotic process automation (RPA), data visualization, and Alteryx workflows to automate the cumbersome data cleansing and analysis activities, as well as automating the general ledger adjustment entries used to balance the accounts. This solution was delivered quickly, enabling the client to successfully reduce more than 30 hours a month that was typically performed, while outsourcing its compliance reporting process.

Impact: The compliance data preparation process is performed in a couple of hours—rather than days—which includes evaluation and analytics for questioned transactions and identifies opportunities for increased tax recovery and adjustments that can be performed prior to submission.

Next Steps

Learn more about how we can help you on your tax transformation journey. Contact us directly to get the conversation started.