

Deloitte.



Reimagine the future
tax function with
cloud-based robots

Connect to tomorrow



OPERATE YOUR
BUSINESS MORE
EFFICIENTLY

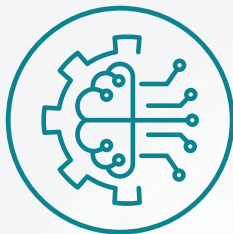
How can Robot as a Service (RaaS) help your business operate more efficiently?

RaaS offers a rapid and efficient way to deliver the capabilities of Robotic Process Automation (RPA). You can enjoy the benefits of RPA by leasing robotic devices and accessing a cloud-based subscription service (without the need to purchase licenses or change your underlying system and technology). Quick to implement, RaaS can allow business leaders to accelerate plans around digital transformation as it is flexible and customizable to suit the needs of an organization, and it involves less long-term commitment (hosting and technical requirements) and upfront operating costs.

With tax leaders now challenged to operate departments virtually; the COVID-19 pandemic has triggered mass adoption of new technologies and sped up the transformation of operations and business models.

Business leaders increasingly recognize that these new technologies and capabilities, including RPA, offer better, faster, and cheaper ways of doing manual tasks. Many forward-looking organizations are already using RaaS as a transformation catalyst, with some setting up RPA Centers of Excellence (CoE) that are dedicated to training and developing resources to implement leading RPA solutions to solve their biggest business challenges.

As businesses anticipate a post-pandemic world, not only is agility the key to survival in the face of disruption but innovating processes and implementing new digital capabilities is a prerequisite.



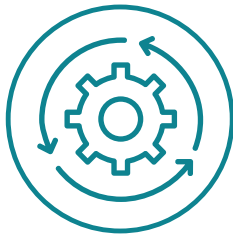
ACHIEVE ACCURATE
EXECUTION THROUGH
INTELLIGENT
AUTOMATION

What can RaaS do for tax?

Using technologies like robotics and intelligent automation, Deloitte helps tax departments achieve accurate execution. Leveraging these technologies can transform business processes by taking out cost and inefficiency, augmenting human labor with a digital workforce to drive better outcomes with enhanced productivity, better able to keep pace with relentless business and regulatory demands.

According to Deloitte's 2020 [global intelligent automation survey](#), 73% of respondents said their organizations have embarked on a path to intelligent automation: A significant 58% jump from the number reported in 2019. While 66% of respondents believe Automation-as-a-service (AaaS) will become a critical way to deliver intelligent automation in the next three years.

The survey shows COVID-19 has driven shifts towards automation but the wheels of progress had already been turning. 78% of all survey respondents are implementing RPA and 16% plan to do so in the next three years.



TRANSFORM TAX
PROCESSES & CORE
BUSINESS AREAS

How Deloitte can help: Precision *with* capacity

Almost every business process has a tax implication; robots can eliminate much of the heavy lifting and process work that tax functions perform manually today. To get ahead, Deloitte suggests to start by automating transactional tasks, such as certain aspects of tax information reporting and indirect taxes to free up your existing people, allowing them to focus on higher value activities.

Robots can be used to perform the following tax tasks:

-  Data extraction and management
-  Tax audits/queries
-  Data extraction/gathering/validation
-  Running reports
-  Filing/returns
-  Business processes in finance and operations functions
-  Transfer Pricing documentation

Across these function areas:

-  Finance and Accounting Operations
-  Governance and Risk
-  Group Tax Reporting
-  Corporate Entity Management
-  Corporate Income Tax and Indirect Tax compliance
-  Transfer Pricing
-  Operational Tax
-  Employment Tax



UNLOCK THE
POTENTIAL OF
ROBOTICS

How it works: Robots in action

If you consider that tax is typically a substantial consumer of enterprise data, then leveraging robotics to transform core business areas and automating processes will help to manage cost. Done right, the shift to intelligent automation should save money, reduce complexity and accelerate the digital experience.

The COVID-19 pandemic has created unique circumstances, with organizations needing automation solutions that offer scalability and rapid deployment. These recent examples help show how robots are already helping our clients become more efficient.



Accuracy with speed

Automating flight ticket cancellations during COVID-19

Issue

COVID-19 travel restrictions resulted in 60,000 cancellations for a European airline. They could not process and refund these cancellations in a timely manner, putting at risk their customers' satisfaction. The company was looking for a solution that would be easy to implement and use.

Solution

Facing a wave of COVID related flight and booking cancellations. This airline company selected Deloitte to provide a RaaS solution because they knew it would work with their existing infrastructure. In less than 10 days, a Deloitte Spain team developed an automated solution using a cloud robot to help process the cancellations, gathering the right information from the International Air Transport Association (IATA) website, scraping data (i.e., validating and cancellation reasons), and processing them without the need for any manual effort.

The robot logs into the IATA site with the corresponding user login details and pulls the relevant information related to COVID-19 cancelled flights from the site and validates the data. For each cancelled flight, the robot reconciles the cancellations and processes the refunds, while generating a corresponding report.

Impact

Using the RaaS platform, the company experienced increased efficiency and reliability, resulting in:

- Nearly 2,000 full-time equivalent (FTE) hours saved
- All the cancellations processed in a timely manner thereby serving customer needs more quickly
- Reduced manual efforts by 100%, as all processes were fully automated



Capability *with efficiency*

Accelerate invoice processing effortlessly through RaaS

Issue

For compliance reasons, a green energy company often spent many hours processing a large amount of invoices over a short period of time on a monthly basis.

Due to enterprise resource planning (ERP) limitations, gathering and reconciling invoices is a manual, time-consuming process. In addition, workforce disruption resulting from the global pandemic limited the availability of the team that normally performed this task.

Solution

Deloitte's Spain team connected the company ERP system with three Deloitte designed and developed robots using our RaaS service platform to execute the process end to end. This provides the data and insights to analyze, amend, and process all the invoices on time.

The robots gather, organize, and review relevant transaction information; they then export invoices from the ERP system, as needed. Once the information is analyzed, the robots process invoices in batches and validate for accuracy. The robots send an email to the system with details of all processed invoices.

This solution enables the company's finance department to much more efficiently handle the rote aspects of invoice management.

Impact

As a result of robotic process enhancements, the company:

- Saved 500+ annual FTE hours equivalent to approximately 2 FTEs over a period of two months
- Improved quality and reliability of data
- Allowed out of hours execution, minimizing business disruption
- Streamlined a time-consuming process thereby helping to free up the workforce to focus on higher value activities

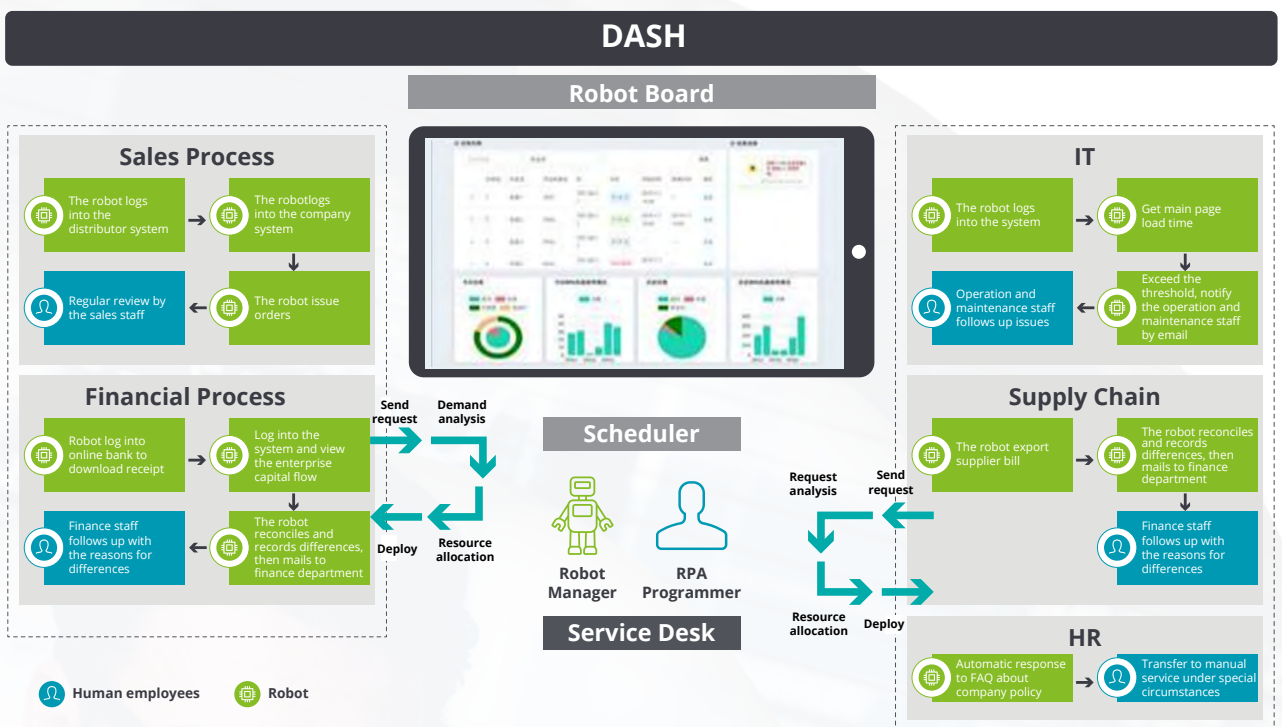
Human paired *with* machines

To help enterprises increase efficiency and productivity, Deloitte China developed an AI-enabled cloud robot, “Deloitte Automation Service Hub” (DASH)

In this example, using the DASH platform, a tax manager can reduce the processing time spent on non-value adding activities by sending numerous VAT filings to a designated mailbox where DASH will automatically retrieve information from the mailbox, complete the filing and then auto-email back the results to the tax manager.

This process can be managed in-house by acquiring the bots directly or by using the RaaS model of DASH. The RaaS approach can be an effective way to accelerate digital transformation as it lowers the risks of adoption and reduces upfront costs and entry barriers and because work is performed on demand, enterprises only pay for what they use. Its non-invasive as it can work across many IT systems providing scalability and flexibility and reducing the need for high-end hardware and software configuration, and can solve the challenge of robot task scheduling within existing infrastructure.

The service can be easily managed from a central point that interacts with a wide range of business applications. With robotic automation you can evolve the operating model, reuse components and leverage bot capacity to maximize cost efficiencies and redesign business processes and workflows. You can also use bot insights to drive process efficiencies.



Accelerate digital to work smarter and faster

The COVID-19 crisis has made it very clear those organizations foresighted enough to have cloud-based, digitized, and automated systems and processes, have been able to pivot toward recovery, sustain their business and suffered less disruption. Innovative use of technology and faster adoption is now a core requirement for all businesses and RaaS is likely to be one of the growth areas.

RaaS can help free-up labor to spend more time on analytics, scenario planning, allowing focus on higher value activities and decision-making. It can increase productivity, accuracy and auditability, all of which are increasingly important in uncertain times and an era of remote working.

The pandemic is also proving to be an important catalyst for change. It has dislodged longstanding inertia about how, where, and when work gets done. Business leaders cannot afford to miss this opportunity to rethink and streamline compliance and reporting. People predetermine the models and the parameters needed to make informed decisions: calculations to be made, risks to be monitored, processes to be automated, and permissions to be granted for data access. Machines do the tedious work—fast, accurately, and cost-effectively.

With the introduction of intelligent automation, an all-encompassing approach is needed – one that enhances resilience and adaptivity with humans front and centre. Handling the human element is paramount, business leaders should be gauging how much of their workforce will see changes to roles, tasks and ways of working.

Now is the time to start contemplating intelligent automation to create a resilient tax model and build a sustainable organization over the long-term. The shift to cloud-based robots can provide a clear path toward becoming digitized, and a strategic adviser that the business expects, and those that will see the greatest benefits from automation will have engaged in entity-wide transformations, rooted in forward-looking, human-centric strategies.

Get in touch

Through the combined use of technology and outsourcing services, Deloitte can help you to build an effective technology strategy and to identify the areas you need to transform.

Ready to start your digital transformation? For more information, please contact:

Sergi Lemus

Partner, Business Process Solutions
Deloitte Spain
+34 931697980
slemus@deloitte.es

Igor Ivanov

Partner, Business Process Solutions
Deloitte Brazil
+55 11 5186 1215
igivanov@deloitte.com

Pramod Bagri

Partner, Business Process Solutions
Deloitte India
+91 80 6188 6003
pramodbagri@deloitte.com

Terry Ting Jin

Partner, Business Process Solutions
Deloitte China
+86 21 6141 8888
tjin@deloitte.com.cn

Charbel Ramos

Partner, Business Process Solutions
Deloitte Mexico
+52 55 50806924
chramos@deloittemx.com

Deloitte.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities (collectively, the “Deloitte organization”). DTTL (also referred to as “Deloitte Global”) and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Deloitte is a leading global provider of audit and assurance, consulting, financial advisory, risk advisory, tax and related services. Our global network of member firms and related entities (collectively, the “Deloitte organization”) serves four out of five Fortune Global 500® companies. Learn how Deloitte’s approximately 312,000 people make an impact that matters at www.deloitte.com.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms or their related entities (collectively, the “Deloitte organization”) is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser.

No representations, warranties or undertakings (express or implied) are given as to the accuracy or completeness of the information in this communication, and none of DTTL, its member firms, related entities, employees or agents shall be liable or responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication. DTTL and each of its member firms, and their related entities, are legally separate and independent entities.

© 2021. For information, contact Deloitte Touche Tohmatsu Limited.