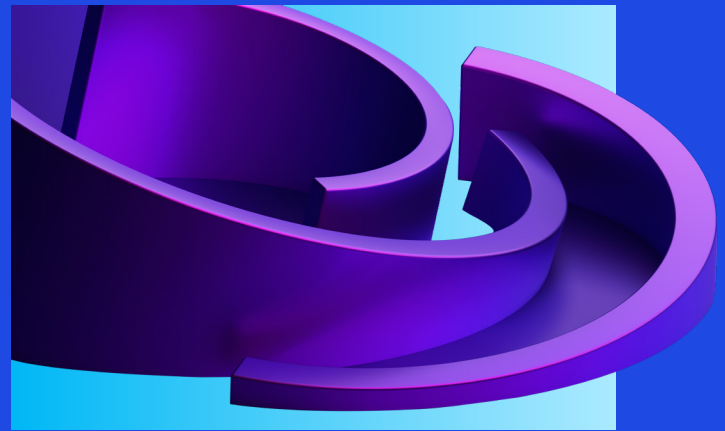




In the vault with KPMG

Tax technology – Citizen developer



Banking tax innovation: The rise of citizen developers

Generate deeper data insights so your bank can make smarter, real-time tax decisions and open up more business opportunities.

Rapidly shifting business environments have driven a need to speed up digital transformation initiatives and process optimization. As low-code platforms are democratizing technology, the concept of citizen developers—business domain professionals who understand tax processes and challenges—is growing in popularity.

- The role of citizen developers has expanded with the advent of new technologies.
- Companies get an operating advantage from developing solutions that were previously dependent on IT resources.
- This is a powerful enabler of automation and innovation that opens up business opportunities.

Today's cloud-based technologies give data-driven tax professionals access to advanced data management capabilities that were traditionally reserved for professionals with deep domain knowledge. Evolving operating models have enabled this new class of tax specialists to transform data into actionable, predictive insights. The speed of application development—from ideation to deployment—can provide a significant boost to banks like yours. However, to avoid application sprawl and protect the enterprise, your organization's leaders must provide proper:

- Standards
- Governance
- Frameworks
- Guard rails

Factors driving change in the banking industry

From planning to reporting, data binds processes and people together. Data-driven professionals understand the data journey in tax processes and use visualization tools to generate deeper insights that can help your company make smarter, real-time tax decisions.

Challenges for citizen developers

- Common data model: Accurate and structural data is crucial to standardizing processes, making data models ready for consumption, and obtaining sustainable transformation.
- Governance model: Your tax function needs to collaborate with your IT function to empower citizen developers to implement automation.
 - They should also establish a governance framework that defines and sets appropriate security controls throughout the lifecycle of application creation.

How can your Tax function enable citizen developers?

- Establish a low-cost center of excellence (COE) to:
 - Continually improve, adapt, and empower citizen developers
 - Focus on specific processes such as legal entity management, foreign data collection, or state apportionment.
- Develop COE professionals to:
 - Deeply understand the business process
 - Have extensive knowledge of the data—sources, access, and usage
 - Understand the implications it has for other dependent processes.
- Empower citizen developers to define process sequences:
 - Design business rules while collaborating with IT, finance, and legal functions.

Top actions you can take today

Tax leaders now operate in an environment where their top priorities include compliance obligations, efficiency, cost-effectiveness, and risk management. Transforming tax into a data-driven, digitally-enabled function with efficient compliance and reporting is critical. Although every bank is at a different stage in the transformation journey, your organization must consider four key dimensions: data, technology, process, and people.

- Create an environment where tax transformation can occur:
 - Invest in technology and talent development initiatives
 - Help your tax department become more data driven
- The key to successful transformation is having the right culture in your tax department:
 - Identify people who want to achieve change, have an entrepreneurial spirit, and are willing to learn new skills.
 - They can be key drivers in promoting culture change within your organization.

- At every step, your organization must have a vision and plan to move forward:
 - It takes an intentional and methodical approach.
 - Address root issues in data and processes during your transformation.
 - Get an adviser to help you develop your roadmap, guide you through change, and assist with best practices.

A data-driven culture and a COE are essential for your organization to achieve successful transformation. Citizen developers can help your bank by quickly developing scalable business applications, modernizing operations, and enabling better collaboration between business and IT. This is the key to enterprise tax transformation, driving business strategy, and meeting new demands while lowering risks and costs. Financial institutions that understand the need to capture the core elements of their cloud-based technologies as well as its challenges and risks can gain actionable insights and improve business performance.

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