



## Managing the Tax Function

*Jim Quinn & Diana Stevens of  
the TaxGroup™*

### Managing the Tax Function

"Managing the tax function in today's complex and changing environment requires more than filing returns and dealing with audits. Tax management must achieve the company's tax savings and compliance objectives in a resource-constrained environment. Managing the tax function is a more sophisticated process, and goal setting and evaluation of professional tax staff are parts of this process. The use of consultants and the role of outsourcing are also part of the equation."<sup>1</sup>

While the above statement was made in 1998 it is truer today than it was then. In today's work environment the work force is leaner than perhaps at any time in history. This necessitates working smarter. Managing the tax function is a balancing act. It requires the ability to prioritize work, the ability to manage the workload with limited resources and the ability to communicate vertically as well as horizontally throughout the organization.

### THE TAX FUNCTION IS STRATEGIC

#### 1. The Evolution of the Tax Function

The Tax Function in the corporate world today has evolved from being viewed as primarily a compliance function to being considered an integral part of the "Team". As part of this evolution process the composition of the corporate tax department has changed from people involved only in the preparation of tax returns to people involved in all aspects of planning. Tax no longer stays at home but rather is out selling its services to the operating groups within an organization.

#### 2. What Management Expects

As management's perception of the tax function has changed so have their expectations for that function. While the qualities of tax people are described more fully later in this paper management has come to expect tax people to have the communication skills and networking contacts to get the job done and to make tax understandable. As tax has become strategic there is a need for someone with finance and accounting skills to complement their tax skills. Management wants results and the results must be practical and understandable. Management does not want to hear the section of the Act or the court cases that are relevant and they do not want to hear that something cannot be done. Rather it is incumbent on the tax function to determine how some project is to be done.

#### 3. Tax is Strategic

Tax has become a strategic part of the corporate world. The companies that treat tax as a strategic function are reaping the benefits. When tax considerations are brought to the forefront of corporate strategy the company is able to capitalize on value opportunities that are often not available further down the development road. Tax strategizing will also allow the company to minimize its exposures to unforeseen tax liabilities. In short, a well-managed tax function should be viewed as a significant value contributor rather than as an overhead group that merely completes the dirty deed of filing tax returns.

### GOAL SETTING AND PERFORMANCE MEASURES

Perhaps the single most important way that a tax function can demonstrate its strategic nature is to have clear, concise and measurable goals. By aligning these goals with the corporate goals it ensures that the tax function is in sync with the corporation. Goal setting also serves to keep the members of a tax group on the same page.

# Managing The Company Tax Function

**Marcel A. Müller**



## **Managing The Company Tax Function:**

## The Enigmatic Realm of **Managing The Company Tax Function**: Unleashing the Language is Inner Magic

In a fast-paced digital era where connections and knowledge intertwine, the enigmatic realm of language reveals its inherent magic. Its capacity to stir emotions, ignite contemplation, and catalyze profound transformations is nothing lacking extraordinary. Within the captivating pages of **Managing The Company Tax Function** a literary masterpiece penned with a renowned author, readers attempt a transformative journey, unlocking the secrets and untapped potential embedded within each word. In this evaluation, we shall explore the book's core themes, assess its distinct writing style, and delve into its lasting affect the hearts and minds of people who partake in its reading experience.

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### **Table of Contents Managing The Company Tax Function**

1. Understanding the eBook Managing The Company Tax Function
  - The Rise of Digital Reading Managing The Company Tax Function
  - Advantages of eBooks Over Traditional Books
2. Identifying Managing The Company Tax Function
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Managing The Company Tax Function
  - User-Friendly Interface
4. Exploring eBook Recommendations from Managing The Company Tax Function
  - Personalized Recommendations
  - Managing The Company Tax Function User Reviews and Ratings
  - Managing The Company Tax Function and Bestseller Lists

5. Accessing Managing The Company Tax Function Free and Paid eBooks
  - Managing The Company Tax Function Public Domain eBooks
  - Managing The Company Tax Function eBook Subscription Services
  - Managing The Company Tax Function Budget-Friendly Options
6. Navigating Managing The Company Tax Function eBook Formats
  - ePub, PDF, MOBI, and More
  - Managing The Company Tax Function Compatibility with Devices
  - Managing The Company Tax Function Enhanced eBook Features
7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Managing The Company Tax Function
  - Highlighting and Note-Taking Managing The Company Tax Function
  - Interactive Elements Managing The Company Tax Function
8. Staying Engaged with Managing The Company Tax Function
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Managing The Company Tax Function
9. Balancing eBooks and Physical Books Managing The Company Tax Function
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Managing The Company Tax Function
10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
11. Cultivating a Reading Routine Managing The Company Tax Function
  - Setting Reading Goals Managing The Company Tax Function
  - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Managing The Company Tax Function
  - Fact-Checking eBook Content of Managing The Company Tax Function
  - Distinguishing Credible Sources
13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
- Exploring Educational eBooks

#### 14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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