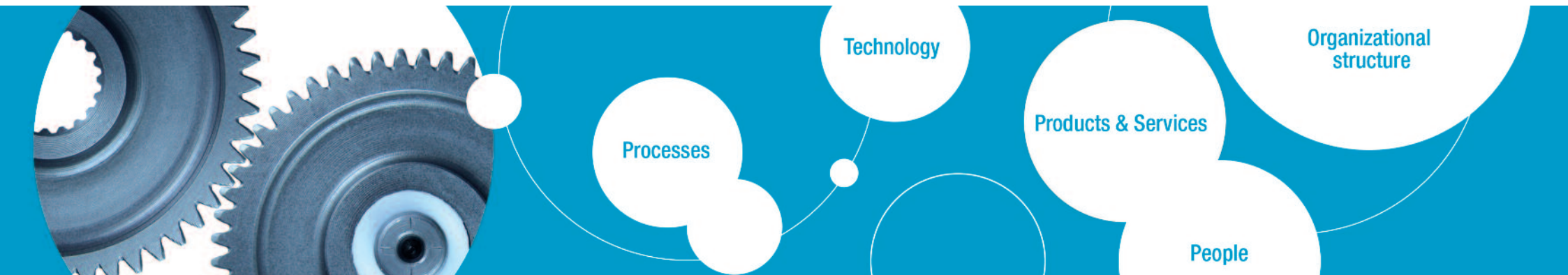


Meeting the challenges of Tax & Welfare Agencies

Capgemini & Oracle have collaborated on a solution that delivers improved compliance, greater efficiency, and a citizen-centric service model.



Your challenges

The pressure to “do more with less” is becoming increasingly urgent for governmental agencies. Clients of Capgemini and Oracle are answering this challenge with a solution that delivers improved compliance, greater efficiency, and a citizen-centric service model.

In the wake of the economic crisis, tax agencies worldwide are facing a double challenge: how to modernize tax collection and assessment while simultaneously cutting operating costs? Local and national agencies have seen their budgets decrease, but they must still find ways to provide effective, streamlined taxation services.

In our work with tax agencies around the globe, Capgemini and Oracle Corporation have observed a number of common business questions and challenges as agencies consider how best to adapt to the current economic situation.

[Read more>>](#)

Our response

Capgemini has identified five pillars to meeting these challenges:

- Processes
- Organizational structure
- Product/services
- Technology
- People

[Read more>>](#)

Our offer

Capgemini and Oracle have exceptional strengths to offer tax and revenue authorities globally.

We have teamed up to form a unique global strategic partnership to better serve tax and welfare agencies around the world: Capgemini’s strength in consulting, technology and outsourcing services combined with Oracle Corporation’s strong revenue management solutions for Public Sector authorities, including Oracle Enterprise Taxation and Policy Management, provides a technology solution to support the critical tax agency business challenges.

[Read more>>](#)

Facts & Figures

Research shows that on average, a country’s “shadow economy” of business on which taxes are not paid counts for 17.6% of the total economy - which means lots of resources remain uncollected!

Source: Center for Research in Economics, Management and the Arts, 2007

[Read more>>](#)

Proven experience

Learn about Oracle Tax & Revenue Management business: Solution briefs, key components, data sheets, webcasts, and more.

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www.oracle.com/goto/tax

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We understand your challenges

Tax agencies face a number of common business questions and challenges as they consider how best to adapt to the current economic situation, including:

- How to make it easier for people to pay their taxes so that the tax yield is raised?
- How to collect unpaid taxes better, faster and with fewer resources to pay for public services through improved compliance?
- How to operate effectively with diminished budgets and a shrinking workforce?
- How to meet the expectations and provide more value to a new generation of citizens who demand more responsive,

professional, and efficient customer experience?

- How to cut the costs of the agency by improving productivity and value?
- How to cooperate with other branches of government in order to create ‘joined up government’ that is effective, efficient and citizen-friendly?

Business challenges

These questions all point to three common global trends or themes:

Compliance: How to increase the rate of tax compliance so that agencies reduce the tax gap (the difference between what should be collected and what is actually collected); and how to give agencies the means to effectively tackle non-compliance.

Cost Efficiency: How to make things twice as good for half as much, delivering genuine efficiency gains, not simply cost reduction.

Citizen-focus: How to harness new technologies (such as electronic transaction) to deliver services to the citizen when they want them and how they want them, and to make it easier for citizens and businesses to comply with their tax obligations.

Technology challenges

In addition to these business challenges, Capgemini and Oracle have observed several technology challenges such as the need for agencies to quickly and effectively adapt their IT to respond to legislative change and how they can use that IT to more accurately collect and reduce fraud and non-compliance.

There are also questions about how to acquire software that meets jurisdictional requirements and the best ways of using that software to provide professional and efficient customer service.

Other IT challenges include:

- How to modernize systems to reduce the expensive and time consuming maintenance and support demands and to create a new system that is more responsive to business needs, more flexible, scalable and less expensive to maintain?
- How to close the gap between business and IT so that IT better meets the needs of the business?
- How to get access to the real-time intelligence required for agency executives to measure and monitor business operations?

Responding to these challenges

Capgemini and Oracle have drawn on a combination of extensive public sector and technology expertise to develop a solution that addresses these questions and challenges by supporting improved compliance, greater efficiency, and a focus on citizen-centric service delivery.

[Learn more >>](#)

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Capgemini has identified five pillars to meeting these business and IT challenges:

Processes

Capgemini proposes advanced process design that enables the tax agency to target non-compliant customers by allocating resources to focus on specific profiles. Simplification of the legislation and the deduction of most tax and insurance payments at source can mean that the agency is able to look more closely at specific groups with more complex tax affairs and where avoidance might be more likely, such as the self-employed and large businesses. In addition, processes can be designed to be flexible, enabling alignment, integration and interoperability with other government services and commercial services. This will allow governing bodies to operate more efficiently and with one face towards their citizens.

Organizational structure

Capgemini suggests that the tax agency's departmental organizational structure can stimulate shared services. The organizational concept will move away from a geographical based model to one designed around types of customers and functions, enabling a deeper understanding of customer profiles and requirements, and also achieving greater levels of business efficiency. This functional-based model will create greater internal flexibility, allowing the agency to centralize some services such as Contact Centers (forming an efficient link between citizens and government), processing centers and corporate functions. It will allow the agency to place work where it is most sensible to be placed and, as such, to better manage workflows.

Products/Services

Tax agency services should be designed to ensure that they are easy to deploy, execute and change. Products and services will meet the client need for fairness, simplicity and personalization. Agencies will selectively apply best practice and features from similar commercial products, such as flexible insurance rates, transferable benefits or loyalty schemes that fit the actual situation of the customer and his/her behavior profile. This will be achieved by simple and transparent rules defining the products and services, with clear links between contributions and benefits that lead to predictable future benefits for customers.

Technology

Technology should enable co-operation between other governmental bodies and commercial services through secure data exchange. This will turn fragmentation into unification, allowing governmental agencies to work as one and become more efficient with a modern SOA-based architecture and systems based on standardized software products, rather than on custom developed products. Ideally, citizens would like to deal with almost all governmental services online, such as taxes, insurances, requests for information, permits or health care etc. Technology can enable a single view of the customer, which allows customers to comply with their obligations and tax agencies to effectively manage their compliance regimes.

People

Civil servants should be trained to do what they need to do and rewarded on performance. Decision makers should constantly seek improvements in processes to bring down costs. Face-to-face services should be driven by a desire to allow citizens to have, as far as possible, a 'one stop shop' for government services that is in a local town centre location. At the same time, this model will allow the agency to better centralize other services and create cost efficiencies.

Our offer is designed to take these five pillars into consideration.

Read more >>

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A winning duo

The combination of Capgemini as a recognized global leader in tax and welfare consulting and Oracle Enterprise Taxation and Policy Management provides a truly end-to-end solution for tax and welfare agencies.

Capgemini is amongst the largest providers of consulting and technology services to tax and welfare agencies globally. Our solutions are designed and implemented to optimize the return on spend, accelerate the realization of benefits, and mitigate risk to the organization.

Examples of the support we provide include:

- "Trusted Advisors" to senior tax and welfare leaders
- Program Management Office (PMO) support
- Independent Validation and Verification services
- Strategic, Change and Management consultancy
- Large-scale Application Lifecycle services
- Transformational Outsourcing

Capgemini's implementation experience with tax agencies has led to innovative solutions for clients that consolidate information across tax and revenue sources, drive efficiencies, and help to resolve issues created by legacy systems.

Now, working with Oracle, Capgemini is able to deliver innovative standardized package solutions. Oracle Enterprise Taxation and Policy Management is specifically designed to support the business and IT challenges of tax and revenue administrations worldwide. It is a secure, tax and revenue-specific, standardized solution that enables tax and revenue administrations to optimize all aspects of the revenue collection process. The solution provides functionality that helps streamline the management of complex legislative policy rules by allowing agencies to capture, maintain and embed new rules into core processing.

Oracle Enterprise Taxation and Policy Management, along with its case management solution approach, enables enterprises to create a single view of the taxpayer by consolidating information from multiple legacy systems across all tax and revenue sources, resulting in improved revenue generation, tracking, compliance, and customer service. It is a solution that has been architected with the tax accounting requirements that are specific to the Tax and Revenue Administration industry, thus providing the tax administration with period-based accounting as a standard capability.

Modular and flexible solution

The solution is highly modular and flexible, requiring configuration rather than customization. It is upgradeable and easy to maintain. Strong tax and revenue management domain expertise and content is embedded and agencies can add their own site-specific process and rule definitions without compromising the ability to upgrade. In addition, it features advanced Customer Relationship Management (CRM) and Customer Master Data Management (MDM), and may provide a lower Total Cost of Ownership (TCO), including lower maintenance costs. It provides higher productivity and allows for more timely response to internal employees, external taxpayers and the regulatory environment.

[Read some useful facts and figures about this sector >>](#)

[Learn what our customers think of our solution >>](#)

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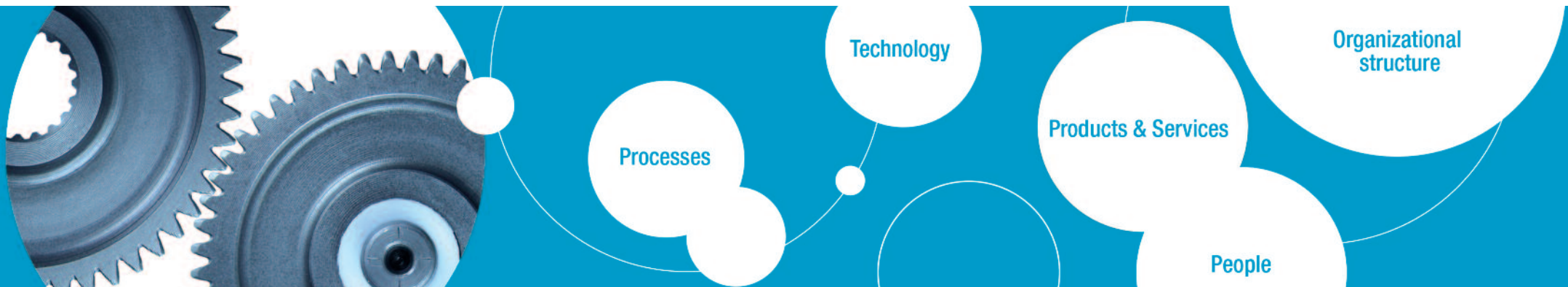
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Source: Center for Research in Economics, Management and the Arts, 2007

The ratio of administrative costs/net revenue collections is declining in most of countries, reaching less than 0.60 units/100 units of collection in USA and Sweden in 2008.

Source: OECD, 2008

Time spent on typical tax agency office processes include less than 5% of value-added time.

Source: OECD, 2008

Our world is more interconnected than ever before: It is estimated that there are approximately 55 trillion links on the Internet.

Source: Capgemini estimations

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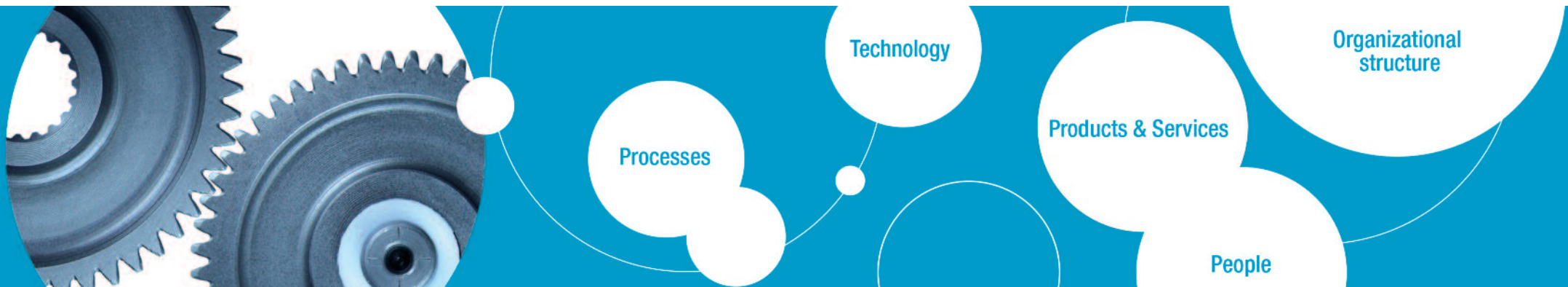
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Improved Settlements for Norway's Tax Payers: Capgemini implements a customized collection solution for the Norwegian Tax Administration.

Read more. http://www.capgemini.com/insights-and-resources/by-success-story/norwegian_tax_administration/



Skatteetaten

Learn about Capgemini's Tax Practice: Videos, white papers, success stories and more.

Read more. <http://tax.cg-digital.com/>

Learn about Oracle Tax & Revenue Management business: Solution briefs, key components, data sheets, webcasts, and more.

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