

# Improving the business of tax administration

**T**ax and revenue agencies are under constant pressure to maximize revenue and efficiency and improve constituent service levels. Many are recognizing that achieving these goals requires an enterprise strategy that aligns all elements of the organization—people, processes and technology.

## PROVIDING EXPERT ADVISORY SERVICES TO HELP OUR CLIENTS ACHIEVE THEIR STRATEGIC GOALS

CGI works with federal, state, provincial and local agencies to support all areas of tax and revenue management and administration. Our expert consultants have the experience and industry knowledge to help agencies develop and implement their goals for the future. We help them create strategic agency blueprints by providing a flexible, broad-level view of how taxpayers, employees and other stakeholders will interact with a modern revenue agency. We also help implement these strategic imperatives.

Our focus is on providing both the enhanced business processes and the enabling technologies that truly transform revenue operations and customer service, tailored to unique client needs. The following table is just a sample of the consulting services CGI provides to tax and revenue agencies.

CGI Consulting Services	
<b>Strategic Visioning and Planning</b>	<ul style="list-style-type: none"> <li>Defines an agency's vision to focus on the needs of the public and legislature and to take advantage of the best solutions within the marketplace</li> </ul>
<b>Operational Assessments and Performance Benchmarking</b>	<ul style="list-style-type: none"> <li>Performs assessments to identify agency strengths and areas of improvement; benchmarking against their peers and estimating benefits from specific initiatives</li> </ul>
<b>Business Case Development</b>	<ul style="list-style-type: none"> <li>Identifies service improvements and financial benefits likely to result from initiatives to help clients justify critical initiatives</li> </ul>
<b>Business Process Renewal</b>	<ul style="list-style-type: none"> <li>Transforms business processes based on the agency's unique vision, goals and circumstances</li> </ul>
<b>Correspondence Management</b>	<ul style="list-style-type: none"> <li>Helps agency's re-write notice text, timing and frequency to improve customer service, reaction and compliance</li> </ul>
<b>Scoring and Segmentation</b>	<ul style="list-style-type: none"> <li>Develops predictive models to determine the most appropriate cases to pursue with an agency's limited resources</li> <li>Determines the most effective and lowest cost treatment for each taxpayer</li> </ul>
<b>Quick Wins</b>	<ul style="list-style-type: none"> <li>Identifies targeted initiatives that can be implemented with limited technology changes, providing improvements with just a few months</li> </ul>



## ROADMAP TO SUCCESSFUL TRANSFORMATION

A strategic roadmap documenting the steps to achieving an agency's vision has proven to be a highly successful way to begin the transformation for CGI's clients. The roadmap typically includes:

- A **conceptual design** outlining the business, technical and organizational architectures that will enable the taxpayer interactions and the internal processes needed to achieve transformation
- A **business process reengineering** (BPR) and organizational change management (OCM) plan that identifies and defines areas of focus—as well as provides a methodology for change
- A **business case** that supports the agency's vision, including an analysis of funding alternatives
- An **implementation plan** that details the major tasks from procurement through implementation of strategic initiatives.

## TRANSFORMING THE BUSINESS OF TAX ADMINISTRATION

CGI clients are transforming the manner in which tax and revenue administration is done. We help them advance their goals with an innovative, total tax system vision that blends a customer-oriented approach along with government-specific tools for tax accounting and return processing, collections, risk management, audit and discovery, fraud detection and business intelligence. We also provide depth of real-world expertise. Many of our seasoned consultants are former tax agency leaders, so they truly understand this business and have a proven track record of developing and deploying successful transformation projects.

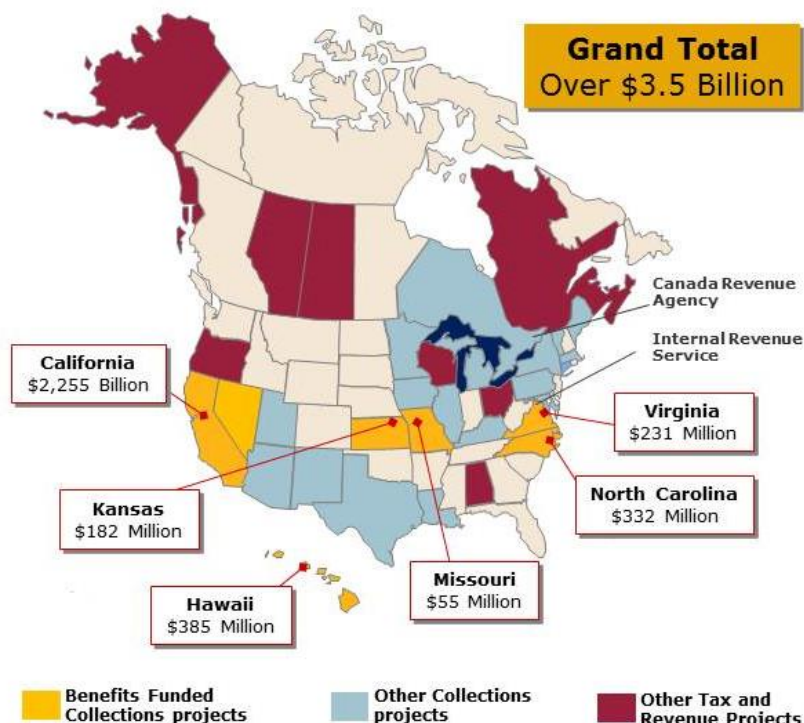
## INNOVATING THE WAY GOVERNMENT DEBTS ARE COLLECTED

CGI has a long history of providing innovative solutions for tax agencies. Our latest delivery innovation, **Collections360® for Government**, combines proven business processes with CGI's state-of-the-art technology (powered by CACS®-G) and managed services to support all aspects of debt management operations. This full-service offering complements existing collections operations to enable government to collect more delinquent debt, collect it faster, and do so at the lowest cost. Additionally, solutions can be acquired with no upfront capital investment.

## SOLVING KEY BUSINESS PROBLEMS OF REVENUE AGENCIES

Through our benefits-funded approach to tax and revenue transformation, CGI is paid a fixed price from increased revenues. From these projects alone, our clients have **certified more than \$3.5 billion in increased revenue**. (See map and sidebar.) We set conservative, achievable and measurable targets based on proven methodologies.

## CGI's Footprint in Tax and Revenue Agencies



### CLIENT RESULTS: BILLIONS OF DOLLARS IN ADDITIONAL REVENUE

*The \$3.5 billion in incremental revenue certified by CGI clients (see map) exceeds the revenue results of all other external service providers combined.*

Following are summary results from select client engagements:

- **California** has realized more than \$2.25 billion in additional revenues from programs to improve collections and audit processes
- **Virginia** improved its complex tax program, resulting in recovering \$231 million in revenues, conducting 50% of all new businesses registrations online, receiving \$4.5 billion in online payments, and issuing 96% of refunds in 12 days or less (99% of electronic returns)
- **Kentucky** improved its collections program through a combination of updated business processes, data gathering, predictive modeling and automation. To date, the Commonwealth has certified more than \$30 million in increased revenues.

### CONTACT

For more information on our tax, revenue and collection services and solutions, visit us at [www.cgi.com/tax](http://www.cgi.com/tax) or email us at [tax.solutions@cgi.com](mailto:tax.solutions@cgi.com)