



## Tax Benchmarking

Ryan's value proposition is fully realized through our ability to improve our clients' overall tax performance. We provide innovative solutions to the underlying causes of the errors we identify, creating greater opportunities to measure and improve efficiency, furnishing a more strategic approach to tax, and delivering outstanding value to shareholders.

Ryan's Tax Benchmarking practice dramatically enhances this value proposition and builds a bridge to the C-suite through performance measurement tools for tax that provide clients insightful metrics comparing their tax performance with industry peers. We have merged our extensive expertise transforming the tax functions of premier companies worldwide with the intellectual property of The Hackett Group—an industry leader in enterprise performance benchmarking for Fortune 1000 companies—to develop a comprehensive, North American transaction tax benchmark. Harnessing the analytical tools and benchmarking expertise of The Hackett Group, combined with Ryan's breadth of tax services, the Ryan Tax Benchmark will deliver a blueprint for enabling best-in-class performance and transforming our client's tax function into a total tax competency center.

Ryan's Tax Benchmarking practice serves as a conduit connecting business ideas and people, sharing knowledge and best practices, and bringing high-impact solutions that dramatically improve your tax department's strategic value to the organization.

### **By leveraging the insight gained from the Ryan Tax Benchmark, we help clients:**

- Align the tax department with corporate and operational objectives to strengthen the strategic position of tax within the organization
- Deploy proven best practices that address the challenges of increasing requirements and complexities
- Develop a roadmap to process improvement and efficiency gains
- Identify and implement technology solutions for automating tax processes
- Redirect resources toward high-value activities that deliver exponential performance gains



*"Ryan's innovative solutions to complex tax issues have provided a tremendous benefit to Continental Airlines and the industry as a whole."*

David V. Bowman  
Director, Operating Taxes



For additional information, please call **800.545.1856** or visit us at **www.ryan.com**.

## Ryan Tax Benchmarking Methodology

The Ryan Tax Benchmark is specifically designed for the tax industry and uniquely extends beyond simple measurement by creating an actionable assessment and roadmap for change. Leveraging the power of The Hackett Group's proven benchmark methodology, we gather meaningful data on our client's existing tax function, service delivery model, and unique industry concerns to provide objective tax performance and comparability metrics, combined with a strategic plan and suite of services for transforming the tax function into a total tax competency center.

The Hackett Group's proven methodology and process taxonomy are used for each and every benchmark assessment to ensure consistent definitions across business functions, enabling accurate intercompany comparison of the tax function. This benchmark is not a survey. It delivers statistical data with a high degree of accuracy and objectivity, and leverages a solid comparable methodology developed by tax professionals with more than 20 years of tax advisory expertise.

### The Ryan Tax Benchmark accomplishes several major objectives at the end of every assessment that provides participants:

- An independent view and evaluation of their current tax performance
- A baseline of tax processes to identify staff mix, resource allocation, and key cost drivers
- A performance comparison with peer groups and organizations to gain insight on how the leading tax functions are organized and staffed, how they leverage tax technology solutions, and the tax best practices that are being deployed
- An objective assessment of performance against internal and external comparisons
- A conclusive analysis related to the cause and effect of tax functional performance
- Best practice perspectives and strategic recommendations related to the identified areas of opportunity

### Ryan Tax Benchmark Process and Methodology

