

# **DEVELOPING YOUR OWN DIGITAL TAX TALENT: EMBRACING THE BELT SYSTEM TO FUTURE-PROOF YOURSELF AGAINST DIGITAL CHALLENGES**

## **Speakers**

Steef Huibregtse – CEO, TPA Global & e-Bright

Yariv Ben Dov – TPA Global Member

September 21, 2023

**ADVISORY**

- TPA Global
- EY
- Deloitte
- PwC
- KPMG
- Accenture
- IBM
- Ryan
- Grant Thornton
- BDO
- Innovate Tax

**AI POWERED**

- Thomson Reuters
- Avalara
- VATCalc
- eClear
- DataSnipper
- Armslength.ai

**EVENTS - SEPTEMBER 2023**

13-Sept	Navigating Pillar Two - Part I: Pillar Two and its Implications on Tax Accounting (TPA Global)
14-Sept	How Tax Authorities Self-Assess Their Digital Roadmap (e-Bright)
21-Sept	Developing Your Own Digital Tax Talent: Embracing The Belt System to Future-Proof Yourself (e-Bright)
27-Sept	Navigating Pillar Two - Part II: Pillar Two's impact on business models and data management solutions (TPA Global)

**LINKEDIN**

- GLOBAL TAX TECHNOLOGY COMMUNITY
- THSL
- Tax Group
- TIF Synergy
- The Tax Prism Magazine
- VATupdate

**GLOBAL / REGIONAL**

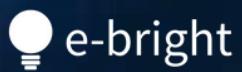
- Thomson Reuters
- Vertex
- eClear
- TTI
- Cygenet

**CHALLENGERS**

- VATCalc
- Stripe Tax
- Taxdoo
- Fonoa
- Aibidia
- TaxMarc
- Deloitte
- SOVOS
- Loctax
- Tax Model
- TP Genie
- TP Tuned
- Blika
- FourQ
- LCNLegal
- Digital Tax Technologies

# THE GLOBAL TAX TECHNOLOGY COMMUNITY

## CHEAT SHEET SEPTEMBER 2023



### OTHER TOOLS AND CODING LANGUAGES

- Alteryx
- Orbitax
- BlueDot
- Taxually
- Taxback
- Marosa
- SAS Viya
- Aeolus Compliance Tracker
- Onerax

### TRAINING

- e-Bright
- WU Vienna
- Xyto Taxology
- TEI
- Armslength.ai
- IBFD
- UAntwerp

### HIRING

- EtaxJobs
- Harvey John
- CBO Search
- Hays

### ADD-ONS

- TaxMarc
- Deloitte ITL
- Ryan
- SOVOS
- DataSnipper
- Aeolus Compliance Tracker
- Onerax

**E-INVOICING**

- Pagero
- Edicom
- SNI
- Thomson Reuters
- SOVOS
- Avalara
- Besware
- Tradeshift
- Comarch
- TriFinance
- Cygenet

### ESTABLISHED

- Vertex
- Avalara
- SOVOS
- Meridian
- TTI
- TP Catalyst

# **TAX PROFESSIONAL IN 2025 AND LEVEL OF SKILLSET REQUIRED**

# THE TAX PROFESSIONAL OF 2025

## JOB DESCRIPTION

### TAX

Alongside with CEO and CFO working through the tax-related implications of complex business decisions

### EXTENDED SKILLS

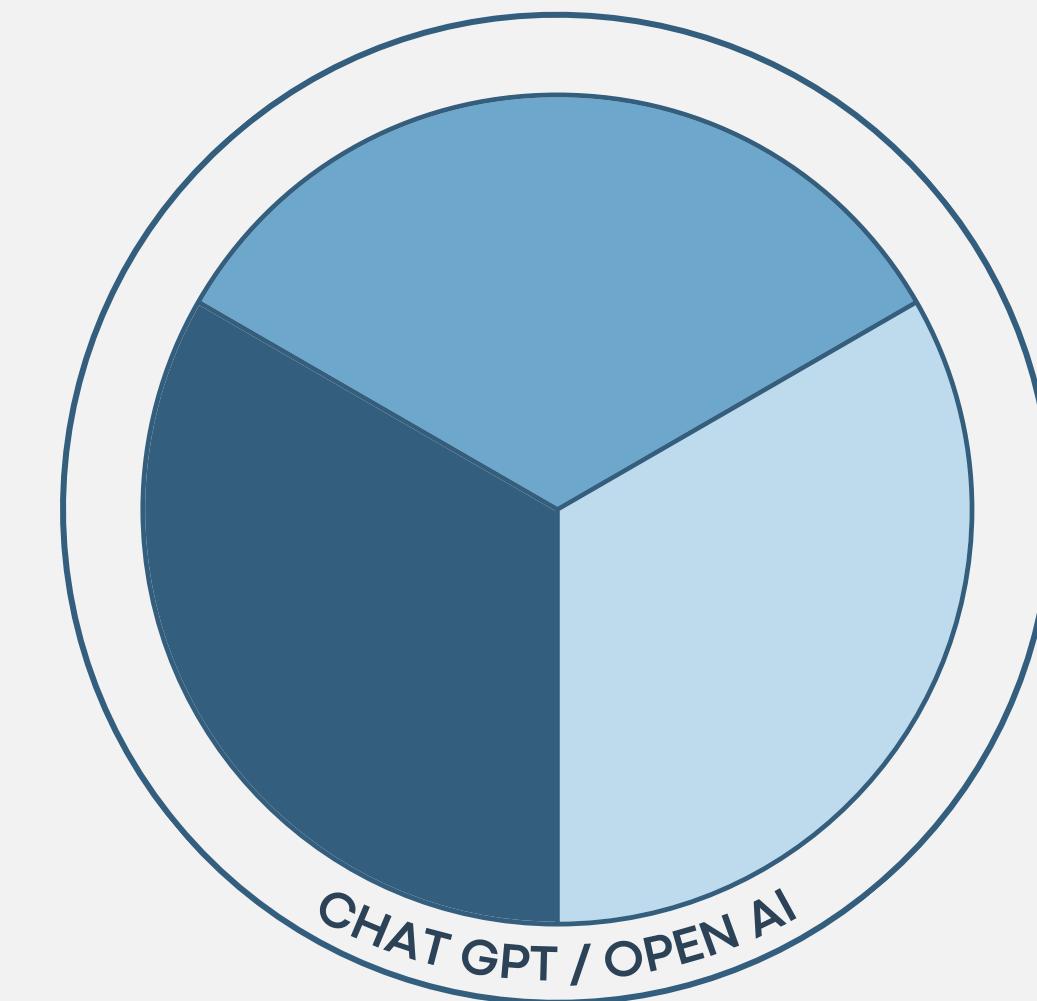
Such as tax intelligence, business model intelligence and legal intelligence could be further developed during the first 3 months of employment using memory training on tax, business models and legal.



## REQUIREMENTS

- Proficient communications skills
- Math and logical thinking
- Project management
- Agile
- Basic knowledge of coding and data modelling
- Able to communicate tax principles in simplified business language
- Excellent in assessing the quality and meaning of data
- Leadership and strategic thinking
- Flexible

# SKILLSET OF A TPA PROFESSIONAL



# OFFERING IN THE JOB MARKET



## Senior Manager, Tax Technology

the LEGO Group

Billund, South Denmark, Denmark

### About the job

#### Job Description

We are seeking a Senior Manager to play a meaningful role in driving the continuous evolution of our tax process capabilities. Come join us!

#### Core Responsibilities

Focusing primarily on indirect taxes, this role will act as the lynchpin between the S/4HANA programme and the Tax organisation, ensuring that we look for opportunities to standardise, transform and continue to deliver compliance throughout our end to end business and tax reporting processes as we deploy S/4HANA and other relevant tax modules.

- Gathering tax requirements and ensuring problem and value statements are clearly articulated in user stories and fed into key tax design decisions
- Supporting analysis of business flows and supply chains to understand indirect tax determination needs for sales, purchase & intercompany transactions and capturing & validating indirect tax outcomes
- Working with the S/4HANA programme team to define our Tax & Trade Compliance data requirements to ensure we can build "right first time" principles into SAP
- Collaborating across our business process functional areas to ensure that relevant Tax requirements are fed into across process workstreams
- Working with the programme team to review the S/4HANA and tax engine design
- Working with the programme team & business to create tax & trade compliance test scenarios and reviewing results to ensure solution design delivers against expectations

#### Play your part in our team succeeding

The position is part of our Global Strategic Tax & Customs (GSTC) team. GSTC has overall accountability for taxes across the entire Group, including indirect taxes, environmental taxes and customs. The LEGO Group also has a central Tax Process Design team (BPI) and three Tax Operation & Compliance teams, sitting within the broader Business Service Operations (BSO) organisation.

This role aligns with the Tax Director, Product Manager Tax & Customs, who has overall strategic responsibility for tax digital product (technology). Close collaboration with both GSTC and BSO colleagues is a critical part of the role.

#### Do you have what it takes?

- A background in Tax with demonstrable experience with technology, processes & controls to operationalize indirect taxes (VAT/GST essential, with some familiarity with US sales & use taxes)
- Experience with global systems implementations for tax, ideally S/4HANA / ERP transformation, along with tax engines and digital reporting requirements / e-invoicing
- Demonstrable E2E mindset and understanding of how tax is embedded in upstream business processes
- Experience working with agile and product / business led methodologies
- Experience in other tax or international trade areas would be beneficial
- Strong communication and negotiation skills in English (verbal and written), able to effectively convey tax needs & impacts with non-tax people
- Experience in process improvement and documentation is desirable
- Experience in tax risk management and control design preferred

# OFFERING IN THE JOB MARKET



## Product Owner, Tax Technology & Transformation

PRIMARK®

Primark

Dublin, County Dublin, Ireland (Hybrid)

### About the job

Part of the Enterprise Technology domain, this role is the **Product Owner for Tax Technology & Transformation**.

Primark currently operates over 400 stores across 16 regions globally, leading to a complex and challenging tax and compliance landscape. Primark is on the lookout for a deep thinker in this space, with insight into how the right technology decisions can help Primark's growth trajectory and that the company's tax technology strategy is aligned to the company's long-term growth targets.

By combining tax technical expertise with technology and systems optimisation opportunities, the successful candidate will work with key stakeholders across the business to ensure strategic alignment and to identify new opportunities as we expand into new markets, protect our global supply chain, and operate cross-border trade.

#### Key Responsibilities:

- Creating effective working relationships with teams to support transformation within the areas of corporate, indirect, sales and use tax, and external reporting.
- Initiating and translating a product roadmap into a manageable product backlog and prioritising delivery based on value, risk and service considerations
- Assessing the key tax technology touchpoints across Primark's end-to-end business processes
- Overseeing the design, build and integration of tax requirements and processes into ERP systems and wider tax technology solutions.
- Collaborating closely with key team members and delivery partners to ensure the acceptance criteria of stories is met and support the release planning and sprint planning exercises
- Knowing our market, our competition and our business models.
- Identifying trends within customer segments and product segments for new products or improvements for existing ones
- Keeping abreast of new technical developments which could improve or redefine the product and customer experience
- Supporting our technology transformation by proactively educating colleagues within technology and wider Primark about agile methodologies and product ownership best practices
- Building a culture of customer value driven development
- Promoting a cross-team spirit amongst Product Owner peers

#### Knowledge & Experience Required:

- At least 5 years' Product Owner experience in a complex and fast-paced environment
- Experience with corporate, indirect, sales and use tax, and external reporting and how they impact the finance ecosystem
- Industry or functional expertise validated through experience working for a global retailer
- An appropriate degree, equivalent qualification or experience
- Preferably a certification in Agile Product Ownership, Scaled Agile or equivalent

#### Successful candidates will:

- Be a passionate and visionary technologist able to inspire others to challenge and disrupt the current reality to co-create a compelling technology-orientated future business by:
- Being able to scan potential technologies (established, emerging and emergent)
- Finding ways to translate that into business opportunities
- Be able to take people along with you, empowering new ways of working and successfully executing on those opportunities
- Have excellent knowledge of relevant business portfolio and functional expertise
- Possess excellent Business partner and supplier leadership skills
- Consistent track record of strategic and innovative thinking
- Consistent record of driving service and delivery improvement
- Commercial management experience and financial literacy
- Excellent communication skills – relatability to non-technical business users and technical resources
- Excellent people leadership skills
- Ability to work with multi-disciplinary development teams with a mixture of onshore and offshore colleagues

# OFFERING IN THE JOB MARKET



## Director of Tax Data & Technology Strategy

Booking.com

Amsterdam, North Holland, Netherlands (Hybrid)

### About the job

Established in 1996 in Amsterdam, Booking.com has grown from a small Dutch start-up to the third largest ecommerce company in the world. Booking.com is the largest business within Booking Holdings (NASDAQ: BKNG) and accounts for the vast majority of Booking Holdings' total revenue. Booking Holdings is a leading Fortune 500 e-commerce conglomerate with a market cap of approximately \$100 billion.

With a mission to **make it easier for everyone to experience the world**, Booking.com invests in digital technology that helps take the friction out of travel. Booking.com connects travelers with the world's largest selection of incredible places to stay, including everything from apartments, vacation homes, and family-run B&Bs to 5-star luxury resorts and even tree houses. The Booking.com website and mobile apps are available in over 43 languages and customers can reach Booking.com 24/7 for assistance and support in over 43 languages. As Booking.com envisions a future in which it will serve customers a one-stop solution for all travel-related needs, we are working towards offering a fully 'Connected Trip', in which every aspect of the travel experience can be planned and booked through us. We are determined to build the number 1 travel brand in the world!

At Booking.com, we are all involved in making hundreds of decisions every day. The decisions we make are a reflection of our Values - they reflect what is important to us, both as individuals and as an organization.

### Key Responsibilities

#### You Will:

- Be end to end responsible for all tax Data & Technology matters of the company
- Develop a future-proof vision on our Tax technology strategy, through a.o. benchmark/networking with the industry to continually refine our own Tax approach and the Data & Technology Strategy specifically. Implement that vision through your and other functions' teams.
- Supporting business growth by encouraging your team(s) to have a deep focus and understanding of the business needs, and develop and validate innovative (tax technology) solutions
- Support with setting the Tax strategy and priorities for the tax department
- Contribute to forming the company's stand on tax policy, including participation at policy events (OECD etc.)
- Given the interaction with senior leadership stakeholders on complicated and strategic topics, strong communication skills are key. You are expected to provide world class support and answers to questions from stakeholders of the company, Booking Holdings, other brands, our Auditors and the Audit Committee in a fast and helpful manner. Networking is key and you need to be comfortable engaging with the highest executives within our company.
- Collaborate closely with management and leadership of other departments to ensure alignment in strategy and implementation on various business and product matters.
- Challenge, clarify, think out of the box where needed and act decisively
- Keep in mind the details, but focus on the bigger and more complex picture
- Own the professional development of the Tax department, actively upskilling everyone to deal with an increasingly complex, data driven environment
- Due to the rapid changes in the organization, the tasks and duties of this role may evolve over time. You will be keen to develop and grow within the role and to take on additional challenges and responsibilities as they occur.

# OFFERING IN THE JOB MARKET



## Job Description

### Global Tax Tech, STA - SigniFI - EMEA

Johnson & Johnson's Global Tax Operations Team is seeking a Senior Tax Analyst – Global Tax Technology based preferably in Warsaw, Poland with additional locations in Italy. This role will be a SigniFI project-based role focusing on the Central Finance project with additional support of ongoing TransAct project for 2 years as part of the Global SigniFI tax team, responsible for partnering with various tax groups, Finance, J&J IT and external vendors across the EMEA and ASPAC regions to help ensure that the target state global design drives standardization and operational efficiencies in legal entity global tax reporting, compliance, planning, and transfer pricing.

Caring for the world, one person at a time has inspired and united the people of Johnson & Johnson for over 125 years. We embrace research and science -- bringing innovative ideas, products and services to advance the health and well-being of people. Employees of the Johnson & Johnson Family of Companies work with partners in health care to touch the lives of over a billion people every day, throughout the world.

With \$71.9 billion in 2016 sales, Johnson & Johnson is the world's most comprehensive and broadly-based manufacturer of health care products, as well as a provider of related services, for the consumer, pharmaceutical, and medical devices markets. There are more than 265 Johnson & Johnson operating companies employing approximately 126,500 people and with products touching the lives of over a billion people every day, throughout the world. If you have the talent and desire to touch the world, Johnson & Johnson has the career opportunities to help make it happen.

Thriving on a diverse company culture, celebrating the uniqueness of our employees and committed to inclusion. Proud to be an equal opportunity employer.

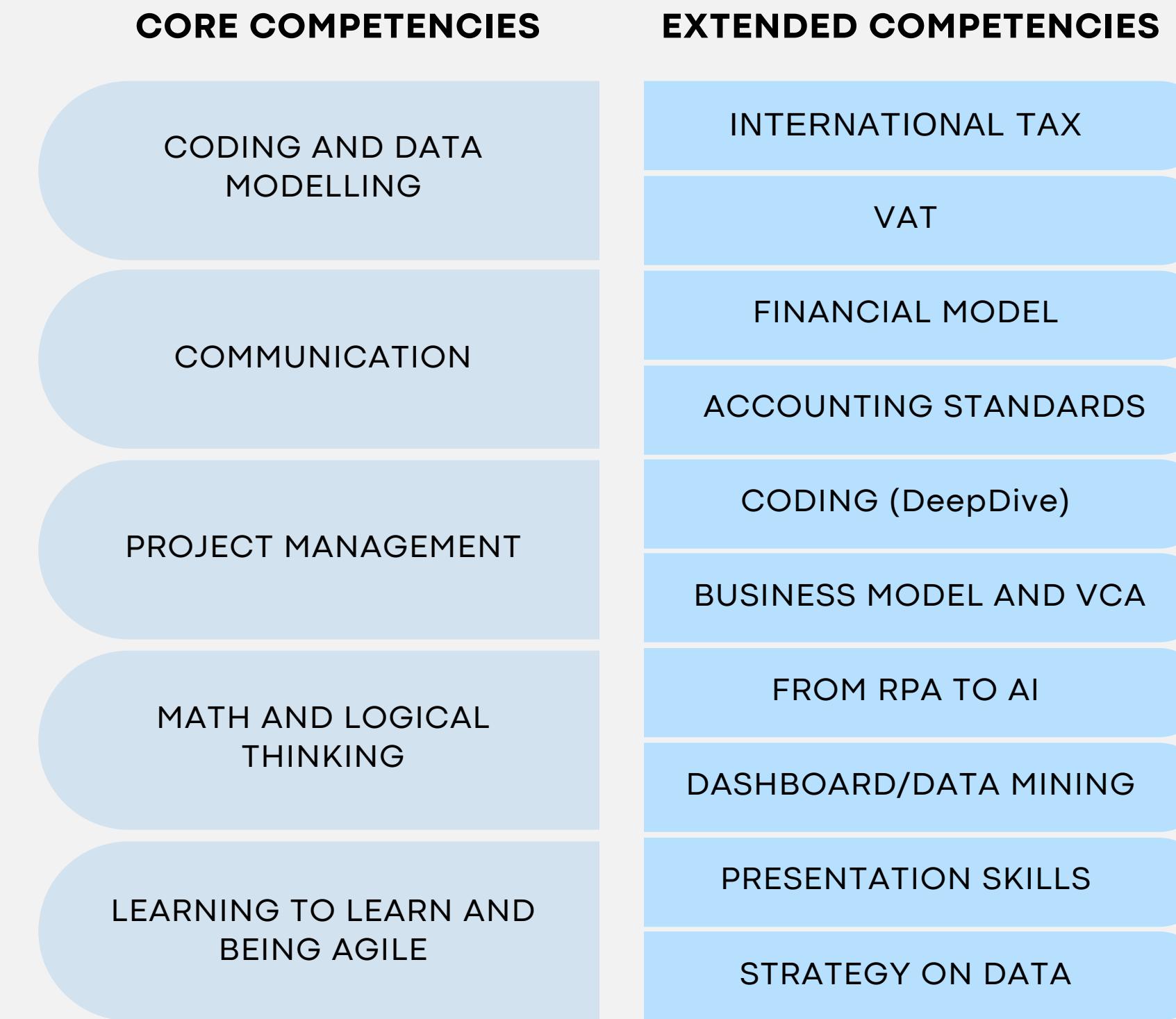
With this role, you will be helping to build a more streamlined process between the finance and tax organizations that will allow for less manual effort and more analysis. As a tax professional you will be helping to drive harmonization and standardization across the various tax areas to build one central source of truth for all of tax across the globe! This opportunity will allow you to gain extensive knowledge in not only the various tax areas, but also with SAP and the Central Finance tool, which will help open future opportunities as you move through your career.

## Key Responsibilities Include, But Are Not Limited To

- Develop an in-depth knowledge of the Central Finance Project end-to-end
- Become a CFIN regional power user and assist in training local teams on CFIN capabilities and drive adoption
- Partner with regional CFIN tax leads to perform mapping between source system and Central Finance based on global standardized ruleset
- Active participant in region/ERP specific workshops as regional tax representative
- Perform source ERP to Central Finance FIT/GAP testing to validate design and provide feedback to regional CFIN tax leads
- Support regional tax and finance SME's during various project-based activities, including data validation, data mapping, testing, and mock closes
- Support TransAct global, and local design, pilots and ongoing deployments within region
- Partner with regional CFIN tax leads to identify and drive change management related to tax processes
- Support regional CFIN tax leads document incremental tax requirements to enhance the design of Central Finance to meet global and local needs
- Support integration across various SigniFI initiatives
- Partner with other CFIN senior analysts to develop standardized approaches for project-based activities across regions
- Bachelor's Degree is required with a preference in Finance, Accounting, Information Technology and/or related discipline
- A minimum of 3 plus years of experience in Finance or tax related experience is preferred.
- Experience with multinational corporations in the pharmaceutical, medical device or consumer products industries or public accounting is preferred.
- Financial Reporting and consolidation preferred.
- Strong Project Management Skills or experience leading implementations across is preferred.
- Experience collaborating with IT on large scale projects through the entire software development lifecycle is preferred.
- Proficiency in Microsoft Suite of tools, including a high degree of knowledge in Excel
- Experience collaborating across process areas (ie Finance, IT, Supply Chain) on long term project is preferred.
- Experience with tax software applications such as OneSource and CorpTax and financial reporting systems such as SAP is required, JDE, HFM, and Cognos are preferred
- Strong Tax Technical Skills preferred
- Ability to demonstrate strategic thinking and promote innovation and continuous learning within the group is required
- Strong written, verbal communication and learning agility skills are required.
- Up to 10% domestic and international travel may be required.

# WHY HIRE TALENT AND HOW TO RETAIN TALENT

# TAX TALENT: CORE AND EXTENDED COMPETENCIES

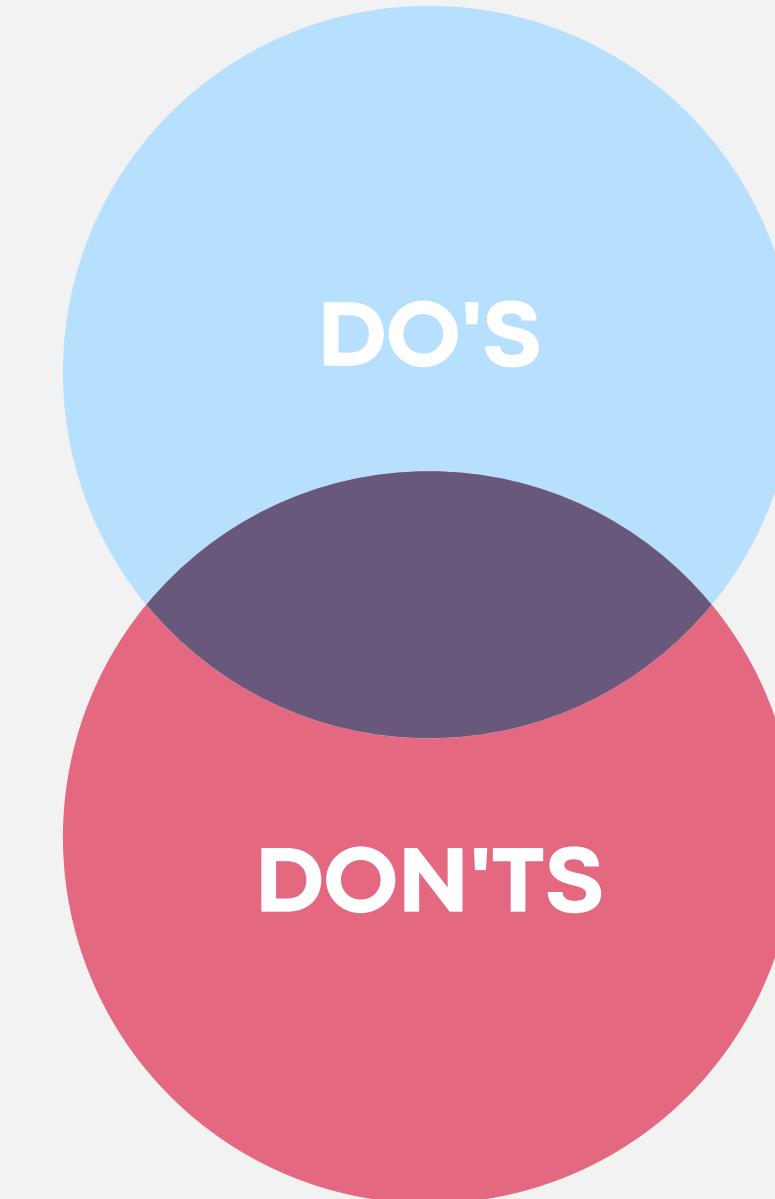


# HOW DO EMPLOYERS FACILITATE TALENT?

- Start talent academy (Belt System for Tax Technology specialists)
- Offer digital work spot
- Run a (tax) data-driven workflow
- Strive for a work/private-life balance
- Stimulate bottom-up feedback.
- Add a fun factor to working in teams.

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- Run a top-down organization
- Plan a long-term career path
- Limit exposure to a single role and/or department
- Segment your organization
- Introduce a bonus per individual



# IN WHICH GENERATION DO YOU FIND THE RELEVANT TALENT FOR TAX TECHNOLOGY?



The workforce is becoming younger. And we mean: a lot younger. While the number of people retiring is rising rapidly, the number of employees between the ages of 45 and 65 is shrinking, and the number of people aged 25 to 45 is increasing.

So not only is the older group disappearing, but the middle-aged group is shrinking as well. So much so that by 2030, Generation Y and Z will make up the majority of the working population.

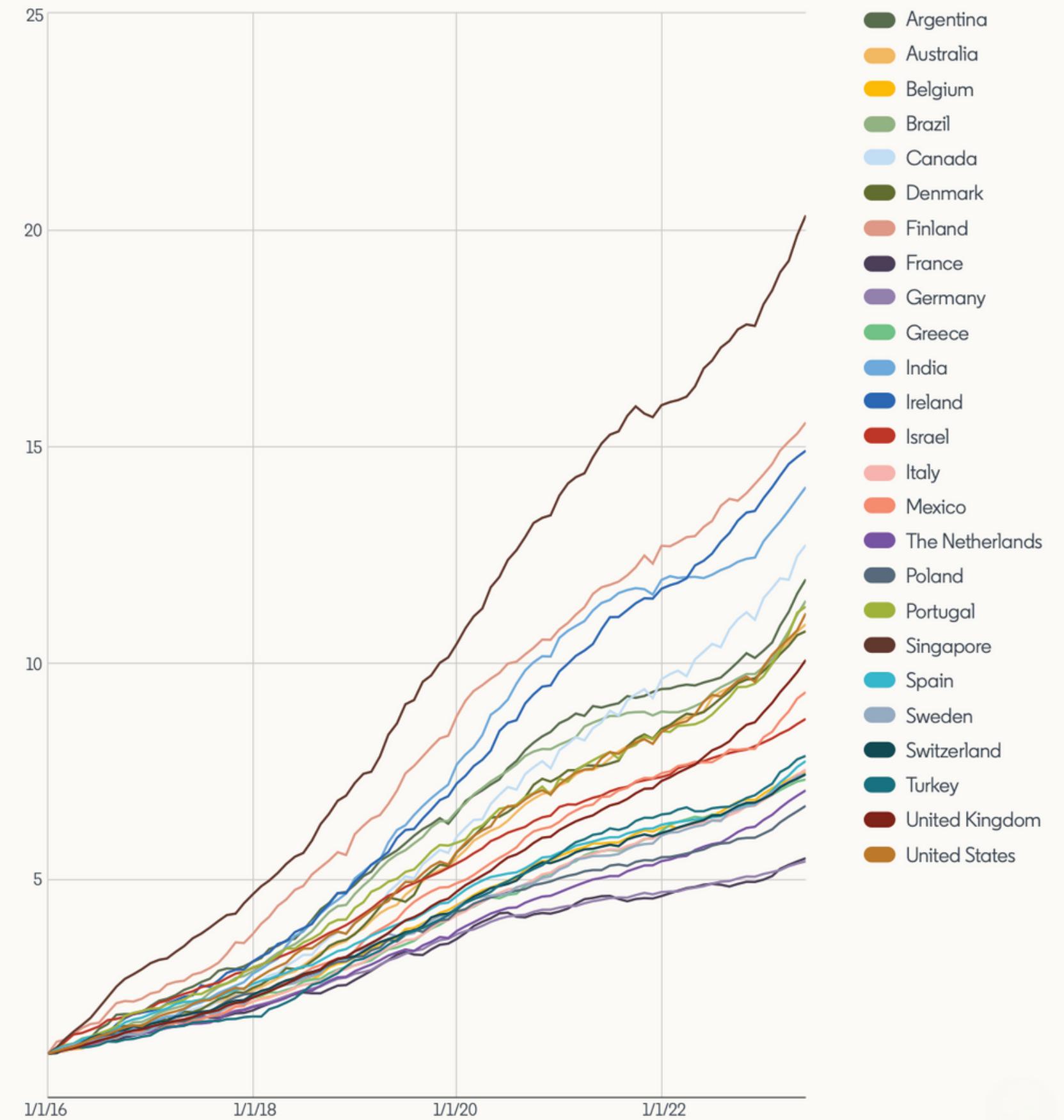
# ACCELERATION OF AI SKILLS ACROSS INDUSTRIES AND GEOGRAPHIES

## Geographic snapshot

As of June 2023, Singapore has the highest diffusion rate over time (20x); in other words, the share of members who have added AI skills to their profiles is 20x as compared to January 2016. Finland (16x), Ireland (15x), India (14x), and Canada (13x) round out the top five countries with the highest rates of AI skills diffusion.



## AI Skills Index across countries

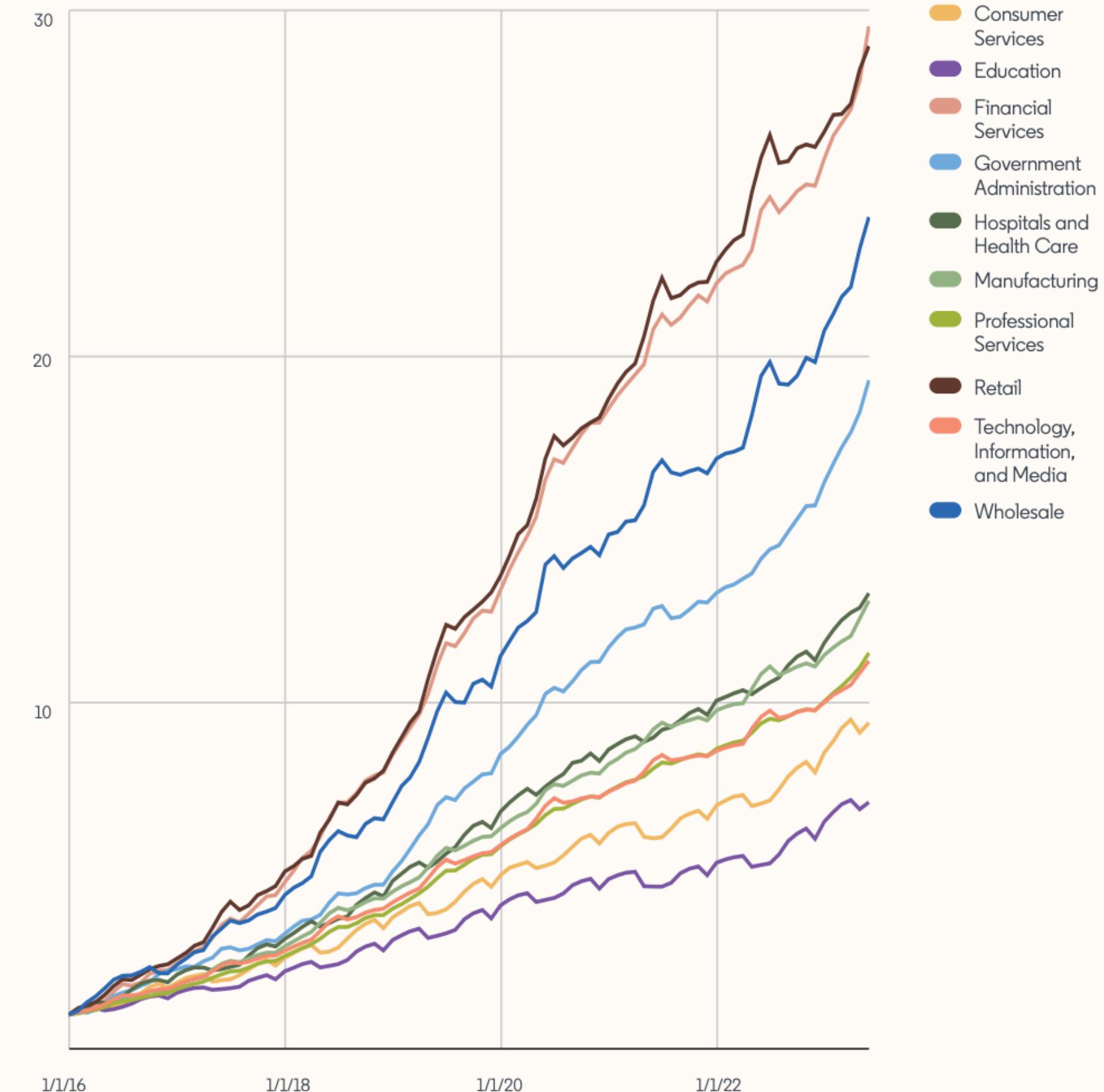


## Industry snapshot

As might be expected, in the US, Technology, Information, and Media have the largest share of AI-skilled members (2.2%); while small, this is still well above other industries such as Education (1.2%), Professional Services (0.9%), Financial Services (0.9%), and Manufacturing (0.8%). However, other industries are quickly catching up. When we look at the speed at which members are adding AI skills to their profiles, we see that professionals in Financial Services (30x), Retail (29x), and Wholesale (24x) are pivoting toward AI faster than in Technology, Information, and Media (11x).

Across 10 US industries, Financial Services stands out as the only industry in which the share of members with AI skills and the speed at which they are adding AI skills to their profiles is above that of the average industry. This is an example of how industries beyond Tech have the potential to be not only early adopters but drivers of AI innovation.

## AI Skills Index across industries (United States)



# EXECUTIVE AND EMPLOYEE SENTIMENT

# THE POTENTIAL OF AI: NAVIGATING THE EXCITEMENT AND THE UNKNOWNS

**51%**

of US executives are excited about AI advancements, but do not yet know how their organization will leverage AI tools and skills.

**47%**

of US executives agree that “using GAI will increase productivity.”

**44%**

of US executives agree that they are planning to increase their use of AI at their organization in the next year.

**40%**

of US executives also agree that using GAI will help unlock more growth and revenue opportunities in the next year.

**4%**

Currently, only 4% of executives plan to reassess roles and reduce headcount as an impact of AI on their workforce.

## Point of view from professionals

Trepidation is normal with any technological change, and AI is no exception. That said, we're seeing mostly excitement from professionals about how these tools can help improve their productivity and reduce their workloads. According to [Microsoft's 2023 Work Trend Index Annual Report](#), a large majority of people (70%) would delegate as much work as possible to AI to lessen their workloads.

**“** Ultimately, when we talk about AI's impact on work, what we are really talking about is how people will adopt these tools and continue to strengthen the people skills that complement them. **”**

Karin Kimbrough, Chief Economist, LinkedIn

Not only did 3 in 4 people share that they would be **comfortable using AI for administrative tasks** (76%), but most people also said they would be comfortable using it for **analytical** (79%) and even **creative work** (73%).

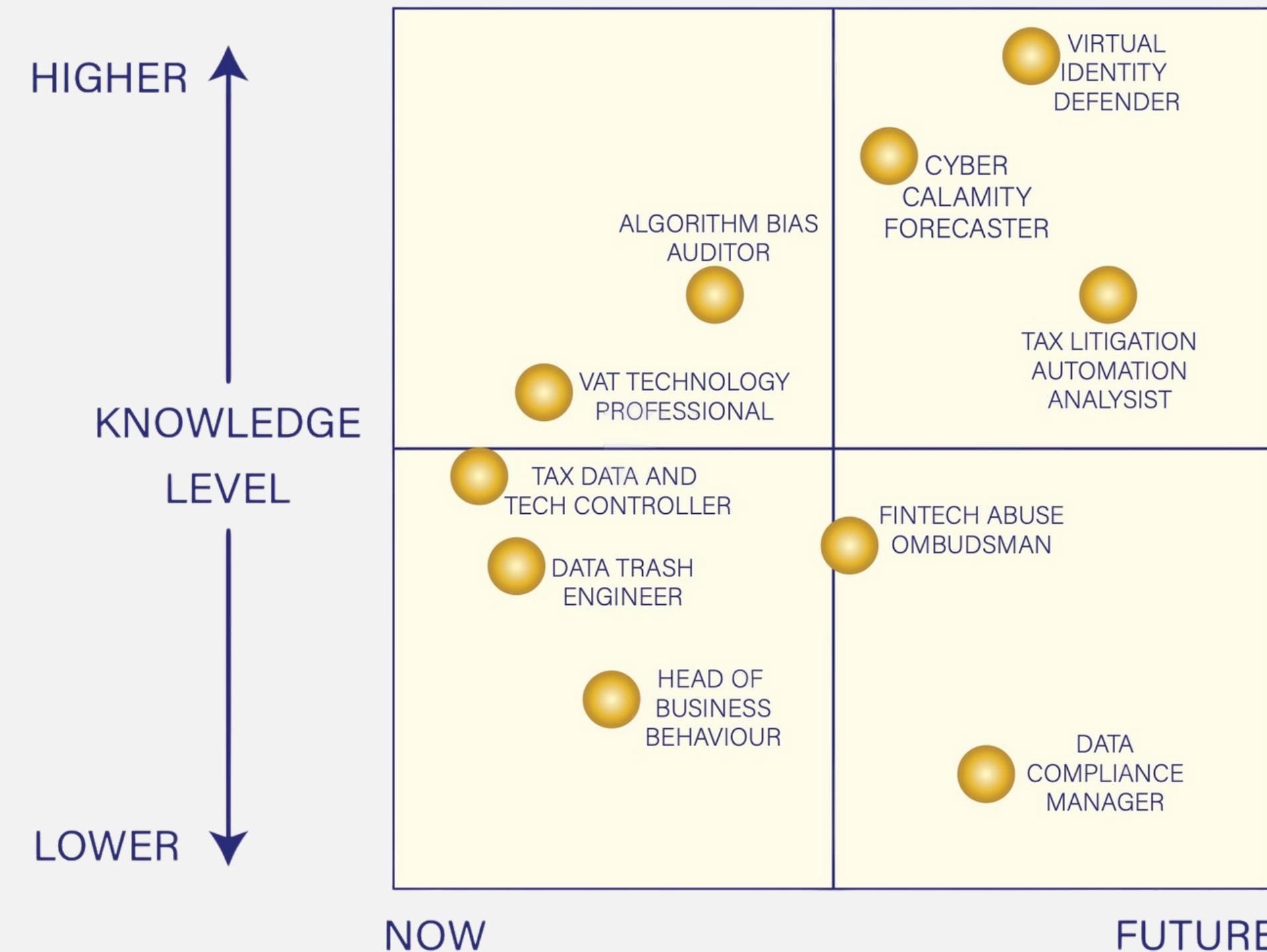
People are also looking for AI to assist with finding the right **information and answers** they need (86%), **summarizing their meetings** and action items (80%), and **planning their day** (77%).

Source: 2023 Microsoft Work Trend Index Annual Report



# LEVEL OF TAX JOBS & COMPETITION IN JOB MARKET

# LEVEL OF TAX JOBS

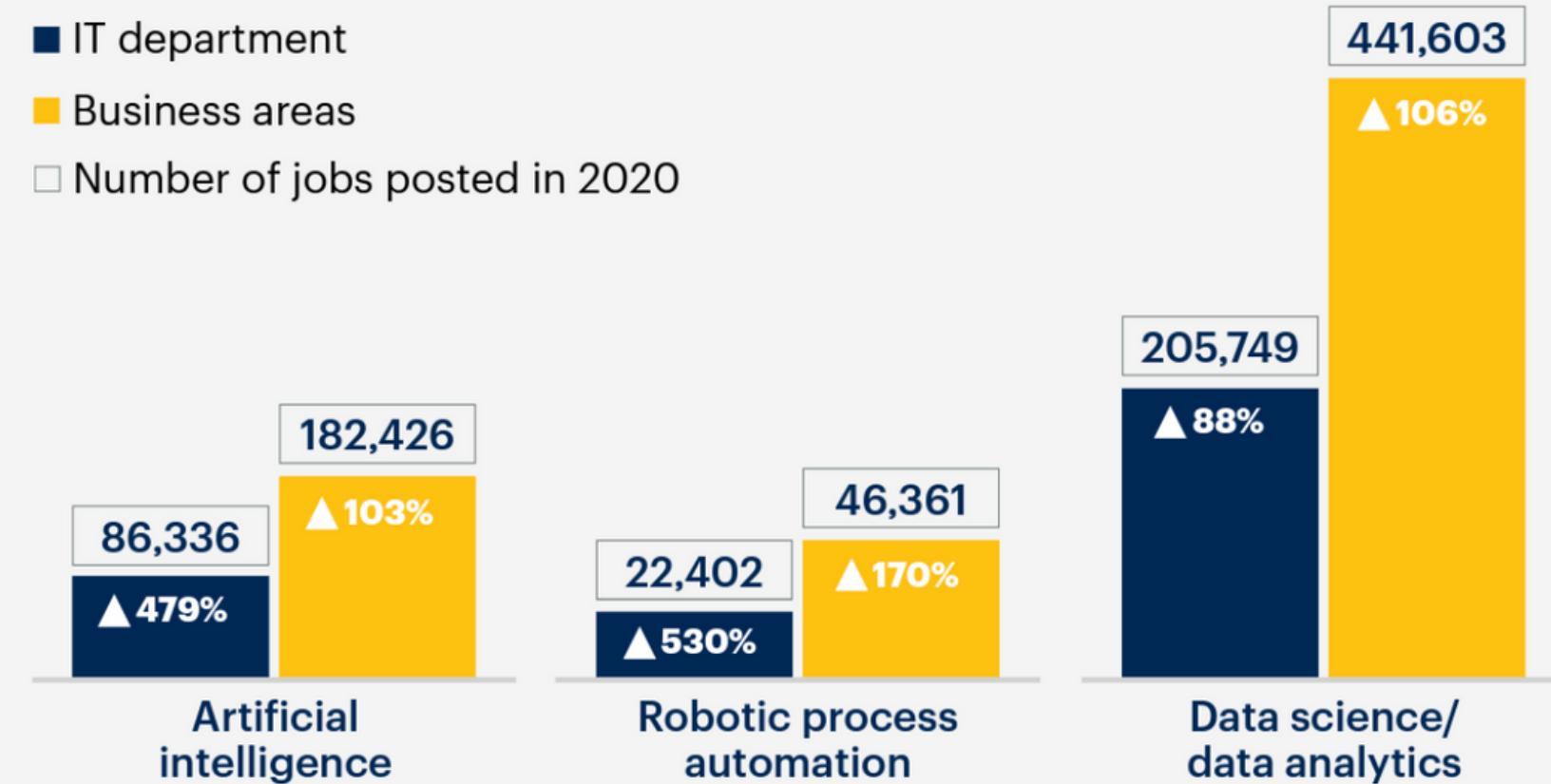


# COMPETITION IN THE JOB MARKET

## Digital skills in demand beyond tech companies and outside of IT

Growth in jobs posted by nontechnology companies in top 12 countries by GDP, 2015-2020

- IT department
- Business areas
- Number of jobs posted in 2020



Source: Gartner TalentNeuron™ analysis

Note: The top 12 countries are derived from the IMF 2020 ranking of countries by total gross domestic product (GDP), excluding Italy, Spain and South Korea due to limited time series data.

# THE DATA ECONOMY – 4 ROLES IN TAX DATA



## ERP TAX DATA MODELER

CONNECTS OPERATIONAL DATA WITH THE PROJECTS

## TAX DATA ANALYST

- PREPARE DATA FROM TAX DATA REFINERY (CORRECT, CLEANSE AND ENRICH)
- USE PYTHON, UIPATH, ETC.

## TAX DATA MINING

USE TABLEAU, POWER BI, SAS, RAPIDMINER, TERADATA, ORACLEBI

## TAXOLOGIST

- CONNECTS AND ORGANIZES THE FULL PROCEDURE BY EMBRACING TECHNOLOGY
- BEING PRO-ACTIVE IN THE TRANSFORMATION – BUSINESS PROCESS OWNER

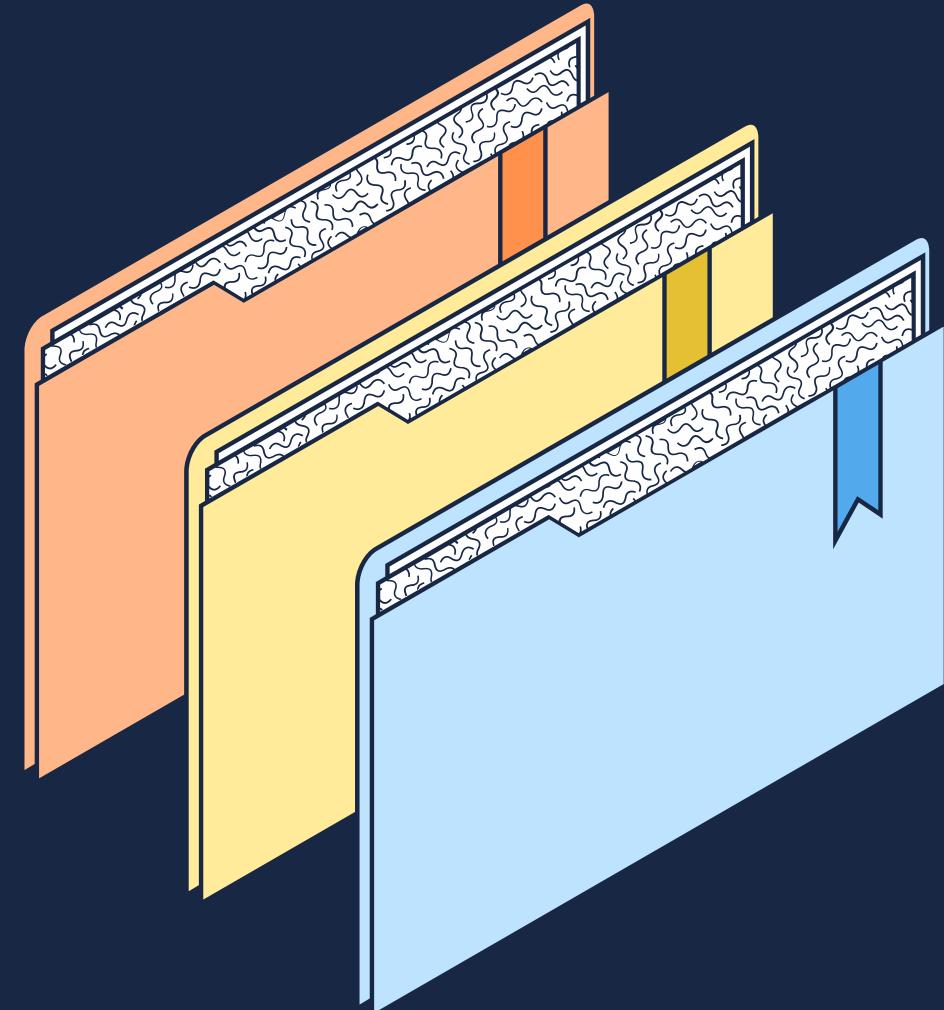
# WHAT'S NEXT?

## THE BELT SYSTEM

# WHAT IS THE BELT SYSTEM?

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- A career path and certification for future tax technology professionals.
- Necessary training and certification for tax technology teams who lead and execute the digital transformation of tax workflows



## HOW DOES IT WORK?

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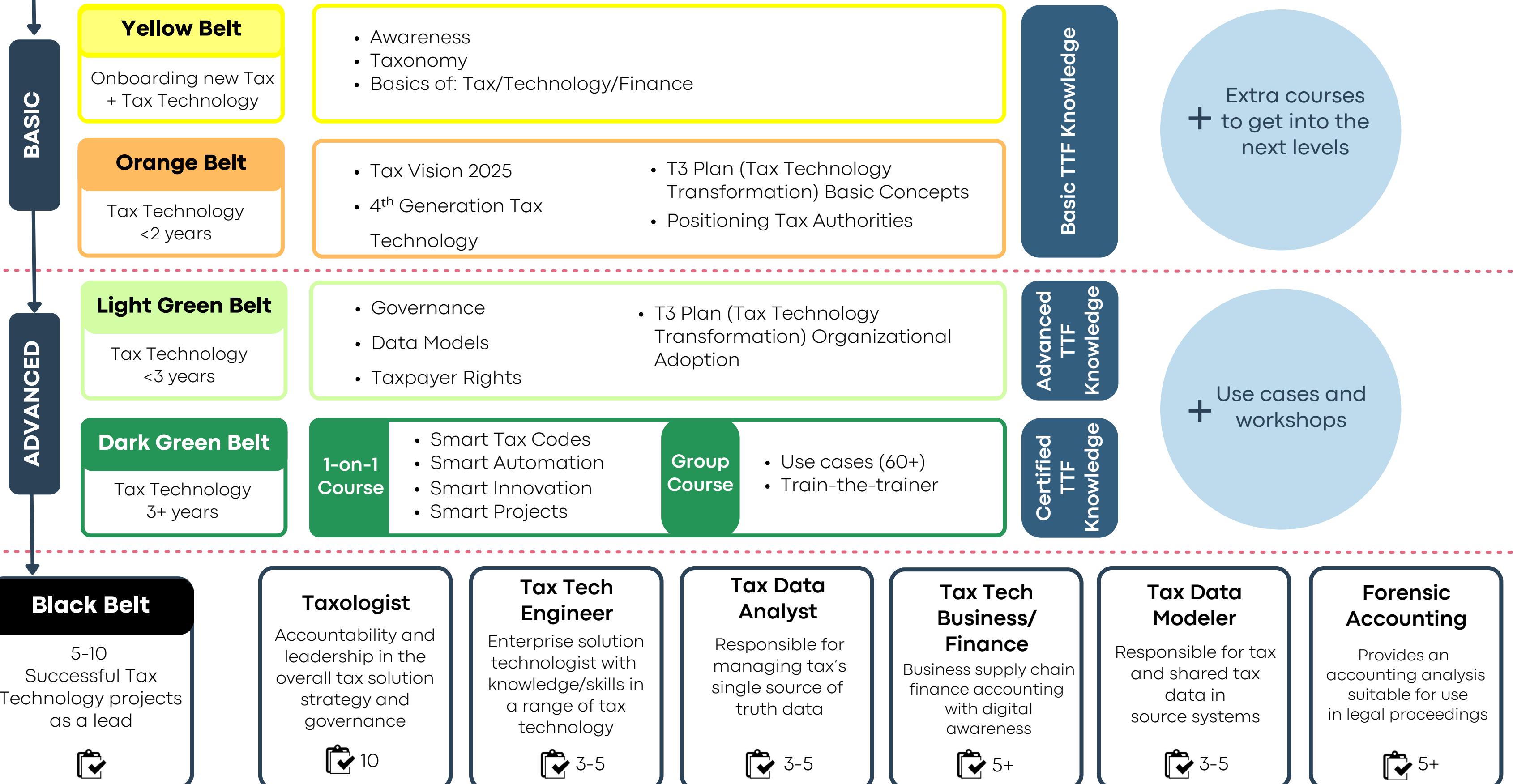
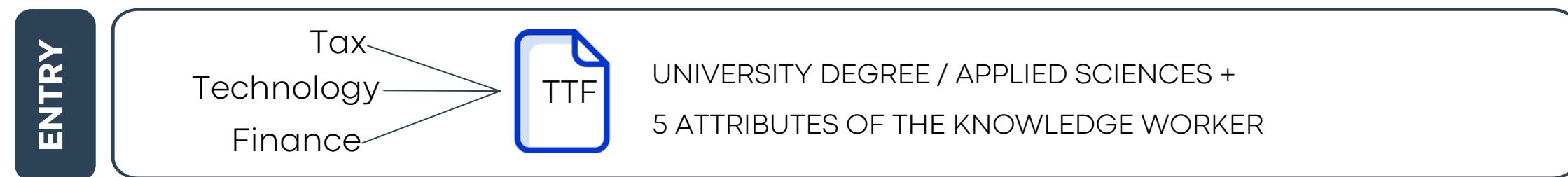
Focussing on people with Tax, Technology and Finance University degrees/Applied science, depending on your entry-level professional, you can:

- Start with the Yellow Belt (Intro level) and Orange Belt (Basic level) to build awareness.
- Make a career out of Tax Technology through Light Green Belt (Manager Level) and Dark Green Belt (Senior Manager level)
- Reach the Black Belt (Director level) to manage and execute projects as a lead.

## WHY CHOOSE THIS CERTIFICATION?

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- Build a sustainable career in tax.
- By having certified people, certified processes, and certified technologies in place, corporations can ensure the successful execution of their tax technology transformation plans, reduce the risk of the enterprise and measure up to the best-in-class standards.



# BENEFITS: WHAT IS IN IT FOR YOU?



## CORPORATIONS

- GET THE RIGHT SKILLS AND KNOWLEDGE TO EXECUTE AND LEAD DIGITAL TRANSFORMATION PROJECTS.
- GAIN INSIGHTS INTO DIGITAL DATA STREAMS FROM ENTERPRISES TO TAX AUTHORITIES.
- ELIMINATE COMPLIANCE RISK.
- PROVIDE A CAREER PATH FOR YOUR TAX TECHNOLOGY TALENT
- INCREASE RETENTION OF YOUR TAX TECHNOLOGY TALENT.
- CONFIGURE YOUR NEW TAX ORGANIZATION.
- ADAPT TO THE LATEST TRENDS AND REQUIREMENTS OF THE DATA-DRIVEN WORLD OF TAX.



## INDIVIDUALS

- BECOME A CERTIFIED TAX TECHNOLOGY SPECIALIST.
- GET EXPOSURE TO KEEP UP WITH MODERN TAX TECHNOLOGY PEERS.
- STAY UP-TO-DATE WITH THE FAST-MOVING DIGITAL WORLD OF TAX.
- OBTAIN A BASIC SKILLSET OF CODING, ADAPTIVE LEARNING, PROJECT MANAGEMENT, AND COMMUNICATION WITH STAKEHOLDERS.
- BECOME PART OF A TRAIN-THE-TRAINER COMMUNITY.
- GET JOB SECURITY FOR LIFE.

# LEARNING JOURNEY

## Yellow Belt

Intro level



1. What is Tax Technology?
2. Why do I need Tax Technology?
3. How do I use Tax Technology?
4. How to organize a Transformation (3T) Plan?
5. Learning Journey of the Future Tax Professional

## Orange Belt

Basic level



1. Current and future state of the tax workflows
2. The 4th of Tax Technology and the building blocks for digital transformation and processes
3. Tax Technology roadmap and professionals
4. Learning journey of the future tax professional

## Light Green Belt

Manager



1. Understanding of data models and tax-relevant data
2. Learning how tax authorities and MNEs develop and run tax technology projects
3. Understanding the importance of governance and how tax departments can stay 'in control'
4. Learning about and adapting to the digital trends in taxation
5. Studying use cases for tax technology projects

## Dark Green Belt

Senior Manager



1. Understand digital era critical success factors
2. Establish control over digital tax solutions
3. Future-proof yourself & in-house tax roles
4. Solve 'garbage in, garbage out' for tax data
5. Leverage digital capability to raise the role of tax

## Black Belt

Director



A Black Belt certified professional is an expert in a specific Tax Technology area. Rather than being exposed to training materials at this level, a Black Belt will coach the Green Belts and review and assess their performance as leads on their respective tax technology projects.

# COURSE SUMMARY

Level	Estimated completion time for reading materials (hours)	Exam type	Number of pages	Feedback hours	Coaching hours
YELLOW BELT	3	Multiple Choice Exam	25	-	-
ORANGE BELT	6	Multiple Choice Exam + Case Study	50	Optional	1
LIGHT GREEN BELT	35 - 45	Multiple Choice Exam + Essay + Interview	250	1	1
DARK GREEN BELT (1-1 Course)	40 - 60 (6 sessions x 1 hour)	Multiple Choice Exam + Interview	250 - 300	6 - 8	1 - 2
DARK GREEN BELT (Group Course)	100 (5 sessions x 2 hours)	Present your own Tax Technology Transformation Plan + Interview	10 Use cases	10	1 - 2
BLACK BELT	-	Number of Tax Technology Transformation Plans Executed (in Lead Position) + Professional Assessment of Plans and Execution	-	8	8

# CERTIFICATION



**50+  
Certificates  
Issued!**



Our 50+ certified graduates are ready to lead the way into this exciting future. Will you join them? Discover our Tax Technology Certification program and be part of the next generation of tax tech innovators!

# WEBINARS



## 2023

Date	Speaker	Content
<b>September</b>		
Sept 14th	Julia and Beyzanur	How Tax Authorities Self-Assess Their Digital Roadmap – Identifying The Missing Link Between People and Organisations
Sep 21st	Yariv and Steef	Developing Your Own Digital Tax Talent: Embracing the Belt System for Future-Proof Yourself Against Digital Challenges
<b>October</b>		
Oct 5th	Carsten (& Raymond TBC)	E-invoicing in Germany and Tax technology (Provisional)
<b>November</b>		
Nov 9th	Prof. Dr. Robert Risse	Tax Technology and Block Chain   Practical applications
Nov 23rd	Robert De Vries	DAC 7 (Provisional)
<b>December</b>		
Dec 7th	Geoff Peck	Knowledge Management for Transformed Tax Function : Case Study (Provisional)

## 2024

		<b>Janauary</b>	
Jan 25th	Cygnet and Steef	Digital transformation for tax professionals – data for tax –tax trackers-tax engines   how to make it all work ?	
<b>February</b>			
Feb 8th/15th	Julia and Nupur	Top 5 challenges for in-House tax professionals to digitally transform their workflows	
Feb 22nd/29th	Tri Finance	e-Invoicing Database (Provisional)	

# Q&A

**THANK YOU**