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Research on Tax Professional Management of Large Enterprises

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ABSTRACT
China established the Department of Tax Administration for large enterprises in 2008, marking that the Chinese tax department officially began to implement professional management of large enterprises. With the increasing number of large enterprises and the increasing complexity of tax-related matters, tax departments have exposed many problems in the management of large enterprises. Based on the management practice of large enterprises in China's tax departments, this study sorts out the current situation of tax administration of large enterprises, analyzes and summarizes the existing problems and causes. Finally, six suggestions were put forward to establish a new tax administration concept, optimize the management organization and function setting, improve the quality and efficiency of collection and administration by using big data, strengthen the overall risk management, implement personalized tax service, and strengthen the construction of talent team, and explore the path to optimize the professional tax management of large enterprises.

KEYWORDS
Large enterprises; Tax management; Specialization

1 Overview of professional tax administration of large enterprises in China

Since the idea of professional management of tax revenue of large enterprises was put forward, China has established a similar professional organization of tax revenue of large enterprises to implement positive practices. In 1982, the Ministry of Finance and the State Administration of Taxation set up a branch directly under the Ministry of Finance to serve the large enterprises that pay taxes in Beijing and the offshore oil Branch to be responsible for the tax administration of offshore oil enterprises around the country. Local tax administrations have also set up branch offices to conduct classified management of important tax sources. However, due to the low informatization level of tax administration in China, it is impossible to implement comprehensive management and provide special tax payment services for large enterprises. In particular, the number of taxpayers is large and the tax administration organs have many management levels, so it is impossible to establish a unified and efficient management mode. In 1998, the State Administration of Taxation abolished its direct branch and put the taxpayers under the management of the Beijing Municipal National Tax Bureau, and the offshore oil tax Administration Branch was also transferred to the local National Tax Bureau.

At the 1999 National statistical work Conference, the State Administration of Taxation clearly put forward the idea and mode of "establishing a strict and effective key tax source monitoring system", and developed the key tax source management software in the following year, issued the "Interim Measures for the management of Key Enterprise tax source monitoring Database", and the first batch of 1404 large enterprises were selected as key tax sources for management. In 2001, the State Administration of Taxation issued the Work Plan for Accelerating the information Construction of Tax collection and Administration and Promoting the pilot reform of tax collection and administration, which for the first time clearly put forward the specific ideas for the establishment of tax administration agencies for large enterprises. In the following few years, all levels have successively launched the large enterprise tax resident model and the key tax source household administrator model.

In 2008, the State Administration of Taxation, in accordance with the reform plan adopted by The State Council, launched a new round of institutional reform within the tax department, established the large enterprise tax Administration Department, the first batch of 45 large enterprises selected as the specific management and service objects, it is clear that the large enterprise tax administration Department mainly undertakes the tax risk analysis of large enterprises, tax economic analysis and tax source monitoring. To guide the tax risk analysis and response of large enterprises in the tax system, and to organize and carry out personalized tax services for large enterprises. Since then, tax authorities at all levels have successively set up tax administration departments for large enterprises, adhering to the concept of modern tax administration, drawing on international experience, and actively promoting the reform of tax administration for large enterprises. In particular, after the National Tax Collection and Administration Reform Work Conference in 2012 positioned the professional tax management of large enterprises as a breakthrough in tax collection and administration reform, local tax departments have made efforts to explore the professional tax management mode of large enterprises suitable for China's national conditions. After more than ten years of tax practice, the professional management of large enterprises in China has achieved certain results, but the same problem can not be ignored.

2 The problems existing in the professional management of tax revenue of large enterprises

2.1 The establishment of institutions and functions is unreasonable

Most of the tax administration departments of grass-roots large enterprises in different places are in similar situations, which are responsible for the tax service and management of large enterprises, and also bear the functions of basic tax source management, resulting in the inability to concentrate the collection and management force. Secondly, there is a significant overlap between many responsibilities and other departments, and the division of departmental functional boundaries is not clear and clear. In the daily work, enterprises often find other business departments to obtain solutions according to business needs, resulting in the tax administration of large enterprises can not play its overall guidance role. The management level is not smooth, causing overlap in some management matters, and a vacuum in some management matters, and the progress of work is greatly reduced. In addition to some duplication of job responsibilities and departments, tax sources of large enterprises are also distributed in various grass-roots tax source management units, and they have a certain dependence on other tax source management units in the process of risk response and verification of major matters. Other tax source management units are not specialized large enterprise management departments, and their work standards and methods cannot match the requirements of professional management, and they cannot ensure the quality and efficiency of related management tasks.

2.2 Data management tax needs to be strengthened

In the daily collection and management work of large enterprises, the problem of insufficient data information is generally encountered, which is mainly manifested in three aspects. First, the data submitted by taxpayers of large enterprises is limited, and the means of collecting tax-related information is single, mainly relying on the filling and declaration of enterprises. The internal tax system still stays in the simple daily collection and management information, mainly concentrated on the basic information of large enterprises, tax declaration data and financial data, for group enterprises, daily single household data is difficult to meet the needs of collection and management. Second, the quality of tax data submitted by large enterprises is uneven and inconsistent, resulting in greater difficulty for tax departments to process data, and the actual use value of the data is not high. Low quality data is often highly disturbing, which affects the calculation of the early warning value of industry indicators, and increases the difficulty of data extraction and risk identification. Third, there is a lack of third-party tax-related information, and the coordination and linkage of various departments is still difficult. The tax department has little grasp of major dynamic information such as production and operation information, management direction adjustment and equity transaction information, which have a great impact on tax sources, so that the management is more passive. It is difficult to fully investigate the actual operation of large enterprises only by relying on the existing tax data, and it is also necessary to combine the information of market supervision, banks, customs and third-party credit service enterprises through the Internet big data platform for matching analysis.

2.3 The risk management system is not sound

At present, the State Administration of Taxation and provincial tax bureaux have issued relevant tax risk analysis, management and risk response measures for large enterprises, in which the duties of tax departments, monitoring and identification of risk content and risk analysis data, as well as how to respond to the initiated risk tasks and relevant measures are explained, but there are still some problems. First, the detailed description of sample collection, model construction, professional technical analysis, tool application, etc. that does not mention the construction of risk indicators; Second, the standards of manual reassessment of large enterprises are not provided with detailed guidance, and the reference indicators, industry data, and desk selection standards for manual reassessment are not mentioned. In addition to the system, there are also many problems in the practice of risk analysis and response. First, large enterprises involve many industries, each enterprise has its particularity can not be generalized, the General Administration, provincial bureau for industry indicators, risk points there is a "one-size-fits-all" situation, resulting in a certain degree of waste of management resources. Second, the General Administration and provincial bureau have not established and improved industry risk models and feature databases, lack systematic knowledge of industry value chain creation, and have no referable indicators for industry input and output. They still rely on the experience and knowledge of grass-roots front-line personnel, which is low in efficiency and cannot be replicated.

2.4 Personalized service is not perfect

Large enterprises listed in the thousand households group and listed enterprises usually need to cooperate more with the tax authorities to complete data submission, risk task response and other work than other taxpayers, but the inclusion in the list does not have much benefit for large enterprises, and the sense of gain is not high. Due to the large overall scale of large enterprises, especially group enterprises, they not only operate many businesses, large amounts, and complex tax-related matters, but also have a large demand for tax payment services, and have higher and more specific requirements for the consistency of tax policies and the guidance of various tax links. The normal tax-related demand collection mechanism has not yet been formed, and the tax-related service needs of large enterprise taxpayers have not been collected on a regular basis to collect and integrate them. As a result, the current personalized tax service work content does not match the needs of large enterprise taxpayers. The tax payment services provided are mostly universal services, and the service content lacks "individuation" and is relatively simple. At the same time, limited by energy and ability, the personalized tax-related demands of some large enterprise taxpayers failed to be deeply studied, and the response was not timely enough. Some of the more high-end, more professional tax service means have not been actively explored and boldly carried out.

2.5 Shortage of specialized personnel

According to the current collection and management mode, the tax source monitoring and risk management of large enterprises are still dominated by individual non-team tax administrators. There is no corresponding selection mechanism based on the characteristics of the tax administration of large enterprises, and there is no detailed demand for the age, professional background, job experience and other aspects of the selection personnel, but the principle of voluntary selection is adopted. Large enterprise groups usually have a complex organizational structure, and their business operations are more diverse. Financial personnel are often of high comprehensive quality, and the problems they raise are mostly difficult and complicated, which puts forward higher requirements for the professional level and analytical ability of tax cadres engaged in the management of large enterprises. The problem of aging of the cadre structure is prominent, and there is a lack of interdisciplinary talents who can complete the professional management of large enterprises among young cadres, a lack of overall planning and preparation for the training of young cadres, and a lack of professional training in the management ability of data intelligence analysis, risk assessment and risk response, and external cooperation.

3 Suggestions on optimizing the tax professional management of large enterprises

3.1 Establish a new tax administration concept

The development of large enterprises has put forward new requirements for tax departments. They should change their own management concepts according to the specific needs of large enterprises, change the previous tax management methods of "law enforcement supervision", and gradually become "management and service", improve the level of management differentiation, and make services more targeted. First of all, we must break through the shackles of the traditional tax management concept, get rid of the influence of the "tax revenue theory", and establish the concept of "big tax, big collection and management". Starting from the reform of the tax administration and assessment system, the traditional assessment method based on tax revenue is changed into a tax administration and assessment system oriented to improve tax compliance, and "cooperative compliance" is advocated. Secondly, to create a harmonious tax collection and payment relationship, we must straighten out the status of both sides and treat taxpayers as equal legal subjects. The tax administration of large enterprises is a continuous process, which needs to obtain the long-term cooperation willingness of large enterprises and establish equal trust among tax enterprises, so as to achieve win-win cooperation and finally realize the transformation of taxpayers from forced compliance to cooperative compliance. Finally, it is necessary to form the professional tax management concept of large enterprises in the tax department, take targeted collection and management measures in combination with the particularity of different large enterprises, and allocate limited tax management resources to the tax management benefit growth point, so as to maximize the tax management benefit.

3.2 Optimize the management structure and functions

In the process of continuously promoting the materialization of large enterprises and institutions, the management levels should be reduced as far as possible, and flat tax management of large enterprises should be implemented to improve the quality and efficiency of collection and administration. First, in terms of functional positioning, the county-level tax departments that undertake the work of large enterprises are first positioned as the tax administration departments of large enterprises, which are responsible for the overall tax administration services of large enterprises and basic tax source management services, and the tax administration departments of large enterprises carry out task allocation and work guidance for various tax matters involved in large enterprises without changing the territorial management. The second is to clarify the boundaries of responsibilities of the management departments of large enterprises and tax administration, collection and management, service, risk, inspection and other departments and other tax source management units. All departments should not only perform their own duties, but also cooperate with each other, so as to ensure the smooth progress of various work and ensure that the management departments of large enterprises can effectively perform their functions. The third is to further rationalize the division of responsibilities within the management departments of large enterprises. In view of the reality of serious aging of cadres, large tax volume, and strong professionalism of large enterprises, the existing personnel and responsibilities are re-adjusted and merged, internal resources are coordinated in a directional way, the functional division of the team is further clarified, and the standardization and institutionalization of various work processes are promoted.

3.3 Use big data to improve collection quality and efficiency

In the face of the relatively lagging construction of domestic large enterprise tax collection and management data platform, the tax department to establish tax big data, first of all, the data in the existing tax collection and management system as the main collection object, including the financial three system, large enterprise tax audit software, electronic ledger system, customs audit system and other data, third-party data and field verification information as supplements. As the basis for subsequent service and analysis. Secondly, in the practice of collection and management, the tax department's understanding and management of enterprises depend on the information collection and feedback of foreign departments to a certain extent. Therefore, communication and cooperation between departments should be strengthened, data sharing and transmission mechanisms should be established, and problems such as imperfect, incomplete and slow update of data should be solved to form a situation of tax coordination and co-governance. In addition, strengthen the use of third-party data and Internet data, such as through Wind, sky eye check, enterprise check and other tools to query the required information. Third, in view of the uneven quality of tax data submitted by large enterprises, tax departments should do a good job of training and guidance for enterprises, unify the reporting caliber, urge and assist enterprises to submit timely, and ensure the accuracy and integrity of basic data collection. Finally, strictly control data security, clarify management responsibilities, standardize approval procedures, strictly use permissions, and ensure the confidentiality of data.

3.4 Strengthen overall risk management

The tax risk management of large enterprises should pay attention to two aspects. On the one hand, differentiated risk management should be implemented for taxpayers of different tax risk categories and levels, and data assessment, risk identification and risk reminder should be strengthened. On the other hand, it is to help large enterprises establish and improve the internal control system of tax risks, and improve the ability to deal with complex tax-related matters and prevent management risks. Formulate work norms for tax risk management of large enterprises, and further refine and clarify business processes and work requirements. Implement the "three-level" review system of risk analysis report, strengthen the quality control of risk analysis, determine the risk level and response mode according to the classification and classification requirements, and push the competent tax department to respond. After the end of the risk management work, the management department of large enterprises will organize a review, investigate problems from the aspects of work norms, internal control construction, archives management, etc., and put forward targeted suggestions for improving collection and management and policies. The shift from focusing on post-management to focusing on pre-compliance guidance and risk prevention and control can effectively reduce the cost of collection and management work, and at the same time, the compliance of large enterprises can be continuously improved.

3.5 Implement personalized tax payment services

As the most valuable "customers", large enterprises are the important service objects of tax departments, so it is necessary to concentrate resources to provide better personalized services for large enterprises and optimize the taxpayer-centered service idea. First, we will establish a tax policy guidance mechanism for large enterprises. In view of the new tax policies and new measures as well as the hot spots, difficulties and industry problems generally reflected by large enterprises, the tax enterprise salon is used as the carrier to provide professional policy interpretation for large enterprises, improve the transparency and timeliness of tax policies, and help large enterprises to accurately grasp and apply the tax law. Second, we will strengthen the coordination mechanism for major tax-related matters of large enterprises. In response to the uncertainties in the application of policies such as cross-tax types and groupiness reflected by large enterprises and the inconsistency in the regional implementation of policies, the management department of large enterprises will take the lead in convening a coordination meeting on tax-related matters to concentrate superior tax resources and forces and improve the accuracy and consistency of tax policies. Third, we will improve the feedback mechanism for tax policy implementation. Select some representative large enterprises to carry out follow-up investigations on the implementation of tax policies, carefully listen to the opinions and suggestions of enterprises through high-level dialogues, tax enterprise dialogues, field research and other forms, and timely feedback to relevant departments to improve follow-up measures, promote positive interaction between tax enterprises, and reduce disputes over the implementation of tax policies.

3.6 Strengthen the development of human resources in large enterprises

In the face of the high quality financial team and highly informationized management mode of large enterprises, establishing a high quality and core competitive professional talent team is the necessary guarantee for the smooth implementation of professional tax management of large enterprises. First, we should pay attention to talent selection and optimize personnel allocation. Focus on the selection from the collection and management, tax administration, audit, information center and other organs, considering the diversity of personnel professional background and job experience, and constantly enrich the tax management talent team of large enterprises. In the actual work, let their roles be reflected, form complementary advantages, pay attention to work exchanges between members, and strengthen synergies. At the same time, the distribution of age structure should be optimized and young tax cadres should be encouraged to participate in the management of large enterprises. Second, expand a variety of training channels, improve the internal training mechanism. By combining long-term expert training and short-term backbone training, theoretical teaching and practical training, professional skills training is carried out, focusing on improving actual combat ability, and cultivating a group of business backbone with large enterprise tax management expertise and industry tax expertise. At the same time, according to the differences of each cadre's own quality and personal acceptance ability, a more targeted training plan is designed.

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