

BRITAS' ROUNDTABLE

"一带一路"税务学院院际交流活动



# Building a Future-Oriented Intelligent Taxpayer Service Ecosystem for Growth

Workshop Overview & Feedback



## Workshop:

*Optimizing Business Environment and Improving Taxpayer Service  
Beijing | 26 Oct – 1 Nov 2025*

## My Session:

*Lecture 5 – Building a Future-Oriented Intelligent Taxpayer Service Ecosystem for Growth  
29 October 2025 | 08:30 – 11:30 AM*

## Speakers:

*Carina Ngai, Senior Director, Alvarez & Marsal  
Brendon Choy, Director, Alvarez & Marsal*



BUILDING A GROWTH-FRIENDLY TAX ENVIRONMENT

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## Strategic & Policy Reflections

- Alignment between **OECD Tax Administration 3.0** principles and **China's implementation** journey
- Clear positioning of **tax administration as a service provider**, not only a compliance authority
- Reinforcement that **digital transformation is a policy enabler**, not a technology exercise

## Operational & Capability Insights

- Demonstrated efficiency gains from **natural system integration** and **real-time data exchange**
- Importance of **standardized data, API-driven ecosystems**, and **embedded compliance**
- Evidence that **service quality can scale** without proportional headcount growth

## Peer Learning & International Value

- High-value **cross- jurisdiction** sharing across different maturity levels
- Effective comparison with **China's large- scale implementation** and **emerging global practices**
- Strong interest in learning from **“how it was done,” not just outcomes**



## What Went Well

**Policy–Execution Alignment:** Clear linkage between **OECD Tax Administration 3.0 principles** and **practical implementation experience**.

**Practical Demonstration of Concepts:** Field visits effectively translated **digital identity, APIs, and intelligent services** into operational reality.

**High- Quality Peer Learning:** Multi- jurisdiction participation enabled meaningful **benchmarking across maturity levels**.

**Balanced Program Design:** Strong coverage across **technology, governance, and taxpayer service outcomes**.

## Recommendations / Suggestions

**Deeper Implementation Focus:** More time for **case-based discussions on sequencing, trade- offs, and lessons learned** would add value.

**Governance and Accountability:** Further exploration of **data ownership and operating models** for connected ecosystems would be beneficial.

**AI and Data Trust:** Dedicated focus on **AI governance, explainability, data privacy, and cybersecurity** is recommended.

**Structured Peer Exchange:** Facilitated **cross- country comparisons on e- invoicing, digital identity, and real- time reporting**.



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**THANK YOU!**

