



Finnish Tax Administration's customer oriented approach

Nordic Tax Research Councils 50th Anniversary Conference
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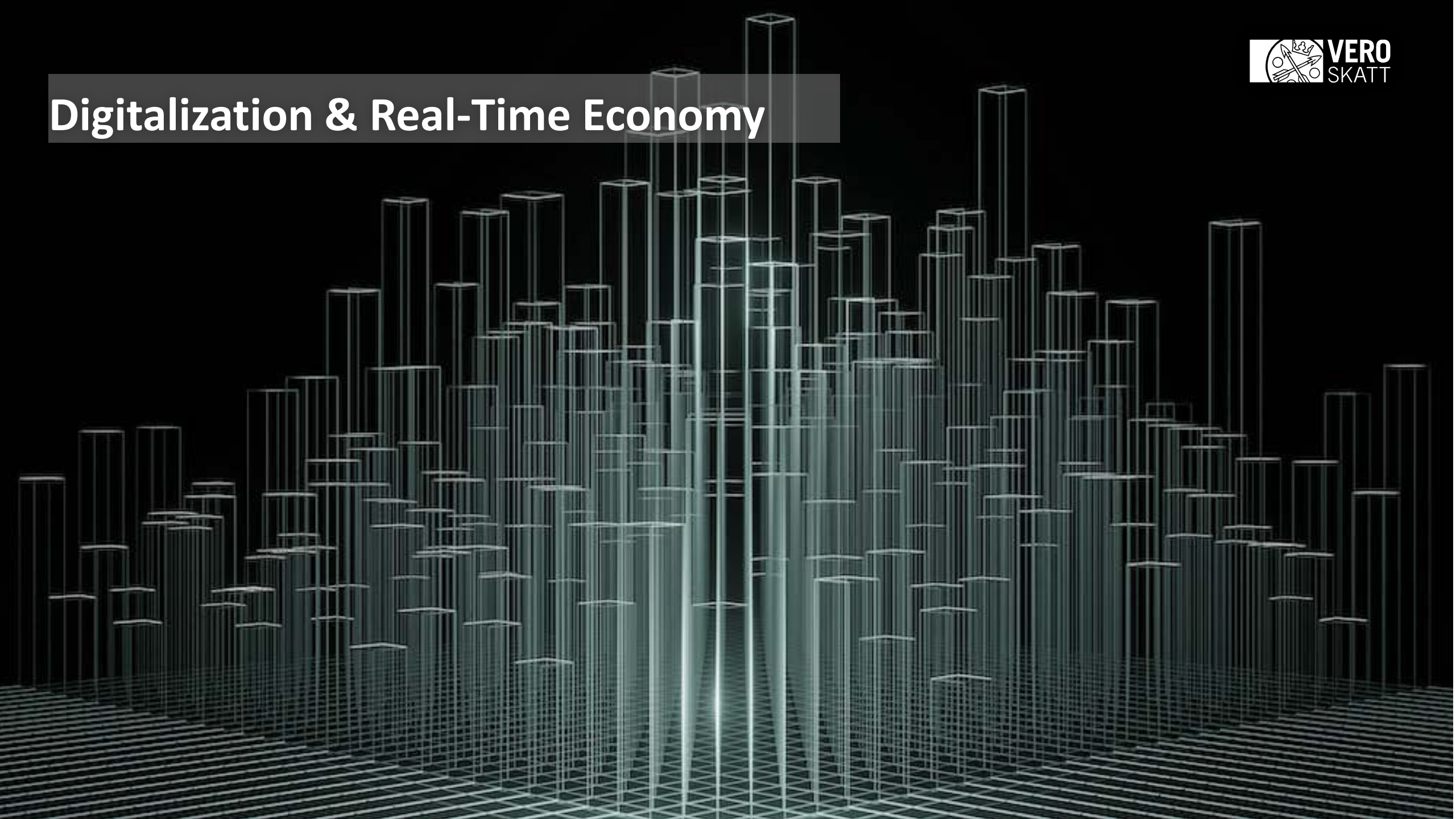
Agenda

- Digitalization & Real-time Economy
- Customer experience
- Employees & Leadership

VERO = Finnish Tax Administration



Digitalization & Real-Time Economy



Evolution of Tax Authorities → OECD TAX 3.0

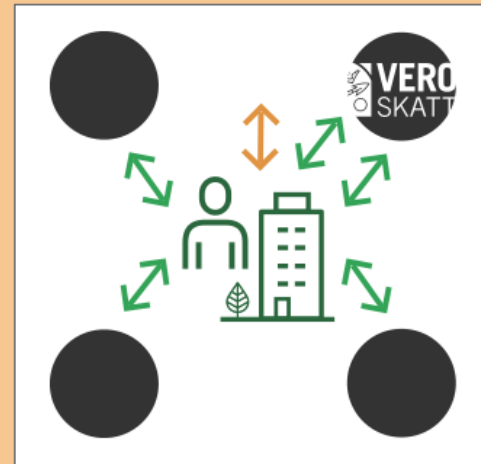
TAX 1.0



- Paper tax reporting
- Separate tax processes
- Stand-alone public organizations
- Retrospective focus
- Customer service by request

Taxpayers

TAX 2.0



- Digitalized tax reporting
- Integrated tax processes
- Information-exchanging public organizations
- Realtime focus
- Proactive customer service in advance

Customers

TAX 3.0



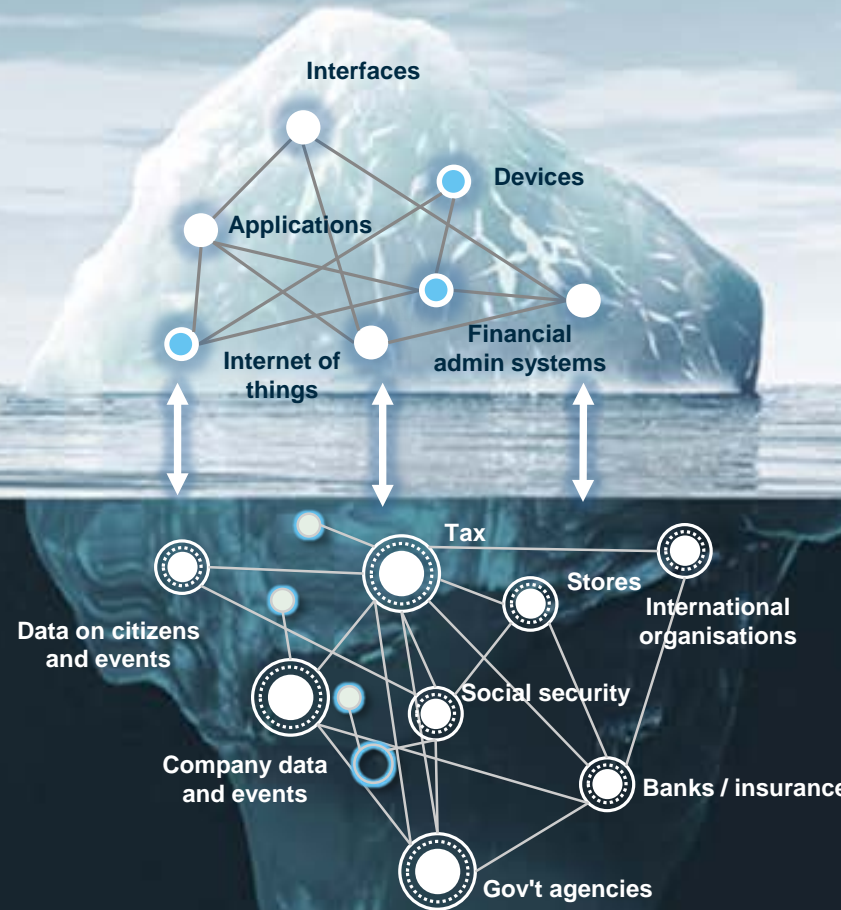
- No separate tax reporting
- Tax processes according to customer needs
- "One Stop Shop"
- Future focus
- Predicted customer service needs with timely delivery

Partners

Ecosystems - Re-organising public and private services

The data required by the services is created in the course of daily routines - sharing of the data in the ecosystems allows for limiting or even abolishing the need for separate tax reporting

The parties to the ecosystem utilise the standardised data - processes in different instances support one another



Touchpoints for customers

Daily events providing a natural interface towards service providers

For an individual, the touchpoint can be e.g. sale of real-estate/apartment

For companies, the touch point is first and foremost the financial system/software

Natural ecosystems

Public and private services connected with the same event or phenomenon form a natural whole

Required components

Digitalisation and automation

Digital capabilities

Standardisation and interoperability

Digital identity

Standardised data

Rules as code

One stop shop / once only

New skill sets for staff

DOMESTIC PROJECT →

Real time economy

The vision of the Real-Time Economy project for 2030 is to build a national digital ecosystem for business actors that would be compatible with similar systems in other Nordic countries. It would allow seamless, real-time and secure transmission of orders, e-invoices, digital receipts and business data between parties.

Building of the digital economy and its operating environment will continue after the project on the basis of the Real-Time Economy. The project was launched in 2021 and it will last until 2024. It is part of Finland's sustainable growth programme, which supports ecologically, socially and economically sustainable growth in line with the goals set out in the Government Programme.

This site is intended as a source of information and a forum for collaboration during The Real-Time Economy project.

Nordic Smart Government and Business

The vision of NSG&B is to create value for the SMEs by making real time business data accessible and usable for innovation and growth across the region, in an automatic, consent based and secure manner.

[Read more about the program](#)

← NORDIC PROJECT

Finnish Real-Time Economy Vision: Finland is the most competitive operating environment in 2030



Existing examples of VERO digitalisation solutions:

- One IT taxation system
Gentax
- One main taxation
customer interface
OmaVero

Customer Experience



Strategic objectives



Ensuring tax revenue

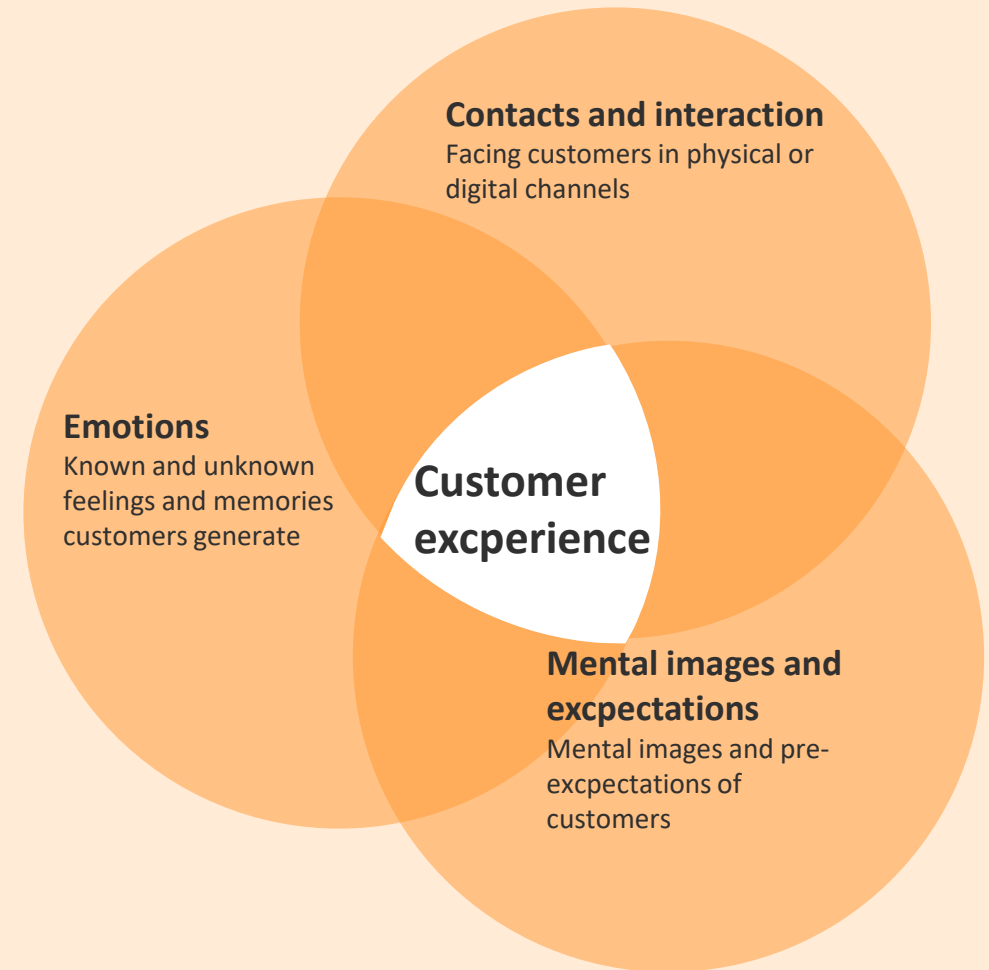
Fair tax assessment

Positive customer experience



VERO goal is to create a **Positive Customer Experience** at all contact points, activities and developments

Reaching this goal requires **Resources & Expertise**



Resources: VERO Customer Oriented Organization



Customer Relations

Provides customer solutions for purposes of tax transactions, guidance and control on the basis of customer understanding to ensure positive customer experience and secure fair taxation and tax revenue.

Taxation

Ensures uniform and high-quality service experience for the customer and collects information about the customer and user experience at the customer interface for the customers' use.

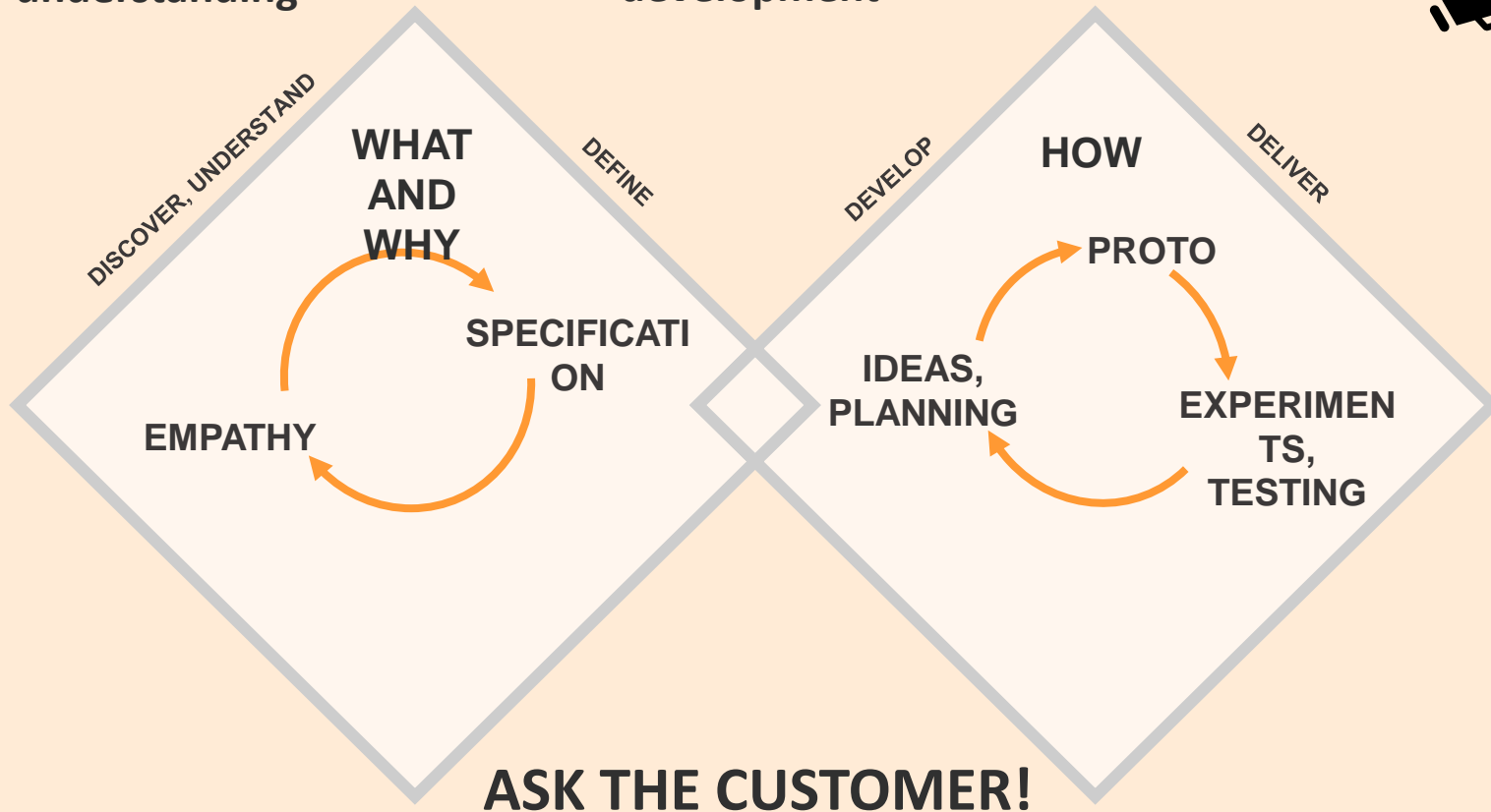
Products

Provides customers with products that facilitate their transactions and activities, and is responsible for product-specific user understanding, usability of products and user experience throughout the product lifecycle.

Expertise: Service Design & Double Diamond model

Step 1:
Collecting customer understanding

Step 2:
Customer oriented development



Existing examples of VERO customer oriented solutions / Corporate Taxation


- Co-operative Compliance with MNEs
- Pre-emptive Discussions & Cross-border Dialogue for resolving tax issues

Employees & Leadership



A Customer-oriented Organisation needs People-oriented Leadership





Customer experience

Employee experience

Leadership foundation:
VERO values Trust, Co-operation & Renewal



@VERO, Leadership is a Profession



**WORLD'S
BEST
BOSS**

Tax Authorities are building capacity in a rapidly changing & tightening environment



A woman with blonde hair is shown from the side, driving a car. She is looking forward, and her hands are on the steering wheel. The background is blurred, showing a road and other vehicles. The overall tone is professional and focused.

**Good leadership produces good drivers;
Bad leadership puts good people in the back seat**

THANK YOU!

Johanna Waal, Tax Director / VERO

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