



AGENDA

IOTA Digital Workshop “Customer centricity now, and in the future – case studies from different tax administrations”

24-25 September 2025 from 10:00 - 12.30 (CEST)
Digital Workshop via Microsoft Teams

WEDNESDAY, 24 SEPTEMBER 2025

9:30 – 10:00 *Connection and access to the event by registered participants*
Registered participants will be able to connect before the start of the event and test the functioning of their MS Teams

10:00 – 10:10 **Introduction to the Workshop**
‣ Massimo Morarelli & Alexandros Roukalis, IOTA Secretariat

10:10 – 11:10 **Country Presentations**
Presentations covering some practical experiences of tax administrations on the implementation of a customer-centric approach: how tax authorities interact with taxpayers by placing their needs and behaviours at the centre of service delivery.

- **Presentation 1** – “From Operations to Ecosystems: Customer-centricity at the Finnish Tax Administration” by Ms. Eevi Saarikoski, **Finland**
- **Presentation 2** – “Our journey to a more customer-centric Dutch Tax Administration” by Mrs. Wieteke Agterhoek-Schrijver and Ms. Yfke van der Sloot, **the Netherlands**
- **Presentation 3** – “Building Trust and Efficiency in the Tax Relationship” by Ms. Carla Santos, **Portugal**
- Q&A Session

11:10 – 11:20 Break

11:20 – 12:00 **Country Presentations (cont.)**
Presentations covering some practical experiences of tax administrations on the implementation of a customer-centric approach: how tax authorities interact with taxpayers by placing their needs and behaviours at the centre of service delivery.

- **Presentation 4** – “Customer centricity in Georgia Revenue Service” by Ms Teona Tsimakuridze, **Georgia**
- **Presentation 5** – “Services provided for citizens: a user-centric model” by Ms Cinzia Castelli, **Italy**
- Q&A session

12:00 – 12:30 **Panel Debate with the Speakers**
‣ Speakers and IOTA Secretariat

12:30 **End of the Day 1**



THURSDAY, 25 SEPTEMBER 2025

9:30 – 10:00

Connection and access to the event by registered participants

Registered participants will be able to connect before the start of the event and test the functioning of their MS Teams

10:00 – 10:10

Recap of Day 1 and Introduction to Day 2 of the Workshop

- › Massimo Morarelli & Alexandros Roukalis, IOTA Secretariat

10:10 – 11:40

Country Presentations

Presentations covering some practical experiences of tax administrations on the implementation of a customer-centric approach: how tax authorities interact with taxpayers by placing their needs and behaviours at the centre of service delivery.

- › **Presentation 6** – “Stakeholder Approach at the FPS Finance – Building Digital Services Together” by Ms. Nele Rombauts, **Belgium**
- › **Presentation 7** – “IAPR’s Service Strategy: A Citizen-Centric Approach to the transformation” by Mrs Kalypso Sardeli, **Greece**
- › **Presentation 8** – “The adaptation of Spain’s information and assistance model, to taxpayers needs and abilities” by Mrs Margarita Martinez Val, **Spain**
- › **Presentation 9** – “French strategy to anticipate and meet our users expectations” by Mrs. Beatrice Simpson, **France**
- › Q&A session

11:40 – 11:55 Break

11:55 – 12:25

Panel Debate with the Speakers

- › Speakers and IOTA Secretariat

12:25 – 12:30

Closing Remarks

The IOTA Secretariat will provide a summary of the workshop’s main outcomes and deliver closing remarks.

- › Massimo Morarelli & Alexandros Roukalis, IOTA Secretariat

12:30

End of the Workshop