



Belastingdienst

# Our journey to a more customer centric Dutch Tax Administration

**IOTA presentation**

**24 September 2025**

By Wieteke Agterhoek-Schrijver & Yfke van der Sloot



## Introduction

We are



**Wieteke Agterhoek-Schrijver**

**Department head**

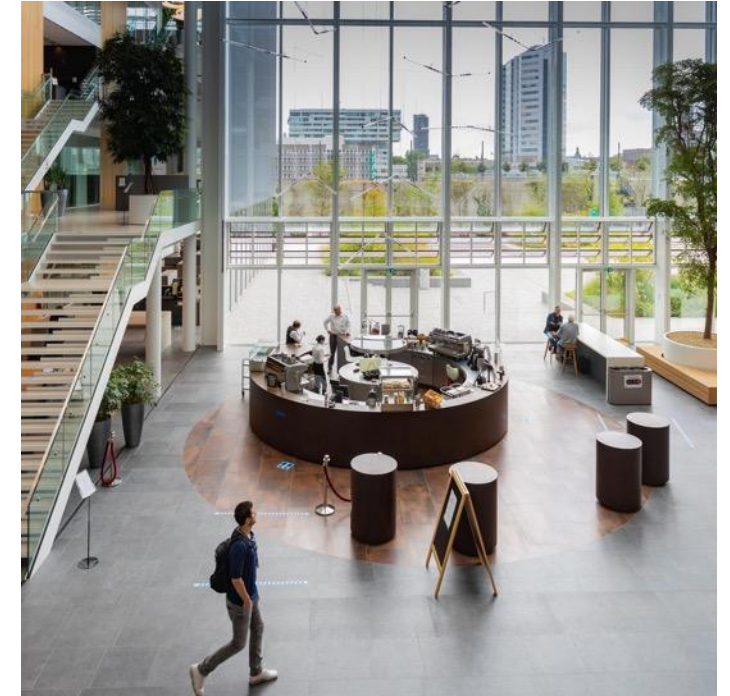
User Experience & Concept development  
at The Dutch Tax Administration



**Yfke van der Sloot**

**Department head**

Customer Journey Management  
at The Dutch Tax Administration



Located in Utrecht, The Netherlands



## Once upon a time...



**Wake-up call**  
Something had to change



## It's about people





## Citizens & entrepreneurs take center stage

### Our mission

Contribute to a financially healthy country by collecting and claiming taxes justly and carefully

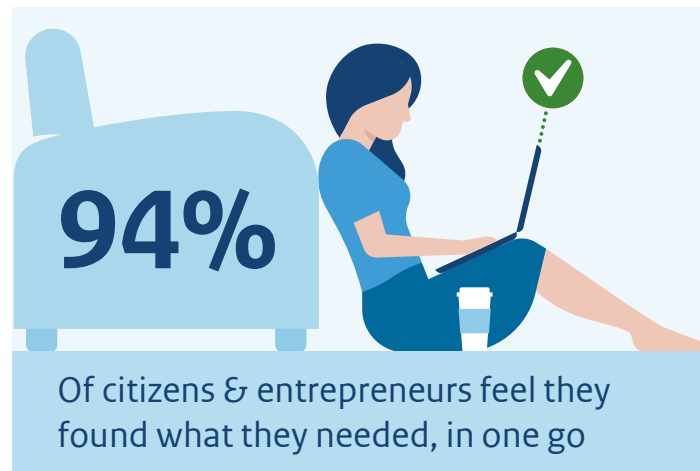


### Our vision

Putting citizens and entrepreneurs first. Proactively, together, competent



## Callcentre & webcare customer care

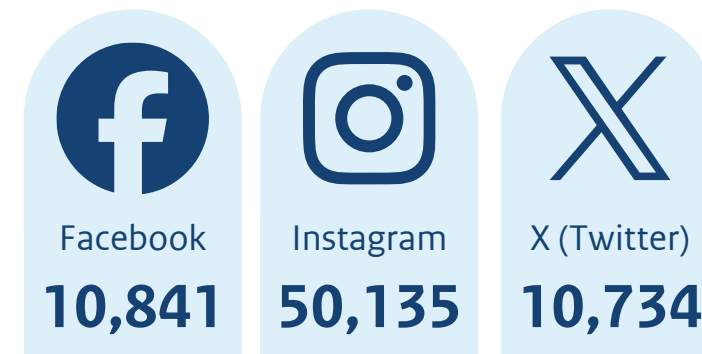


Employees in total **28.000**  
Employees in our department

**3,394**



Send messages:



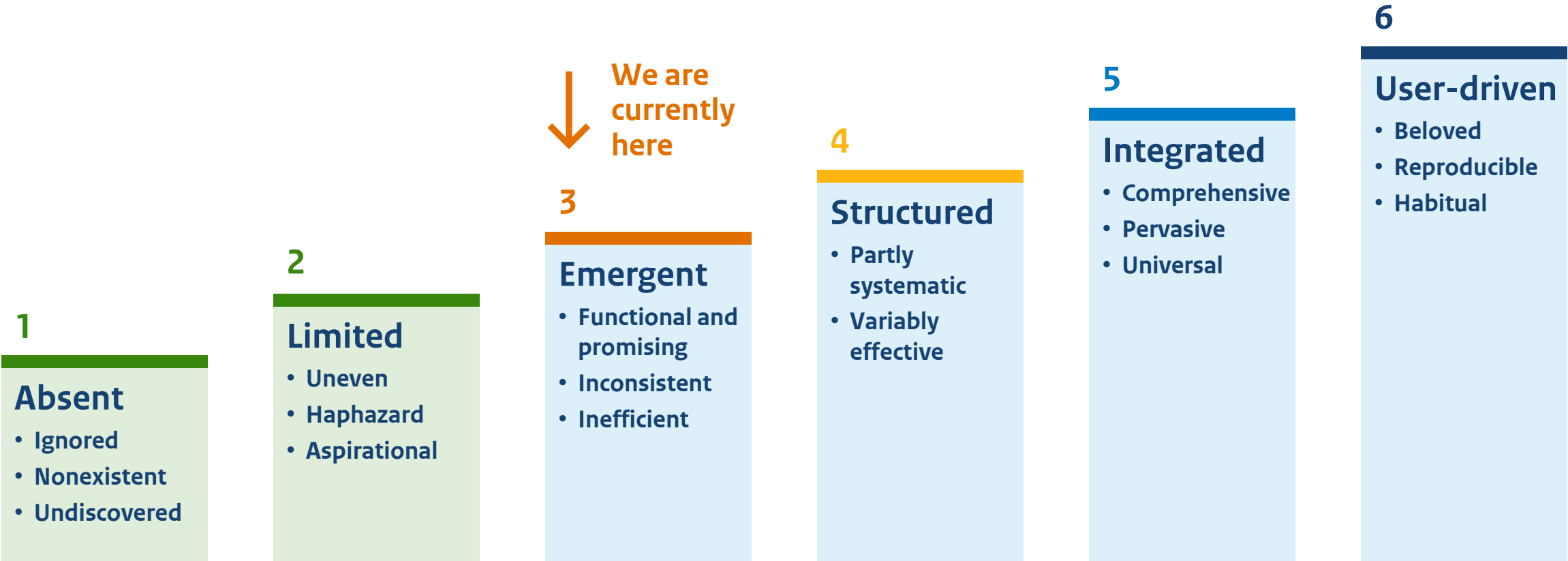


## CX feedback loop





# Stages of UX maturity





Problem space

#whereiswally?



Current way of working

## Seperately we work



**Politicians**



**Policymakers**



**Executors**



Current way of working

# There is a lot to improve



**Policymakers write & instigate a new law**



Current way of working

## There is a lot to improve



Polymakers write & instigate a new law



The organisation looks at how to implement X



Current way of working

## There is a lot to improve



Polymakers write & instigate a new law



The organisation looks at how to implement X

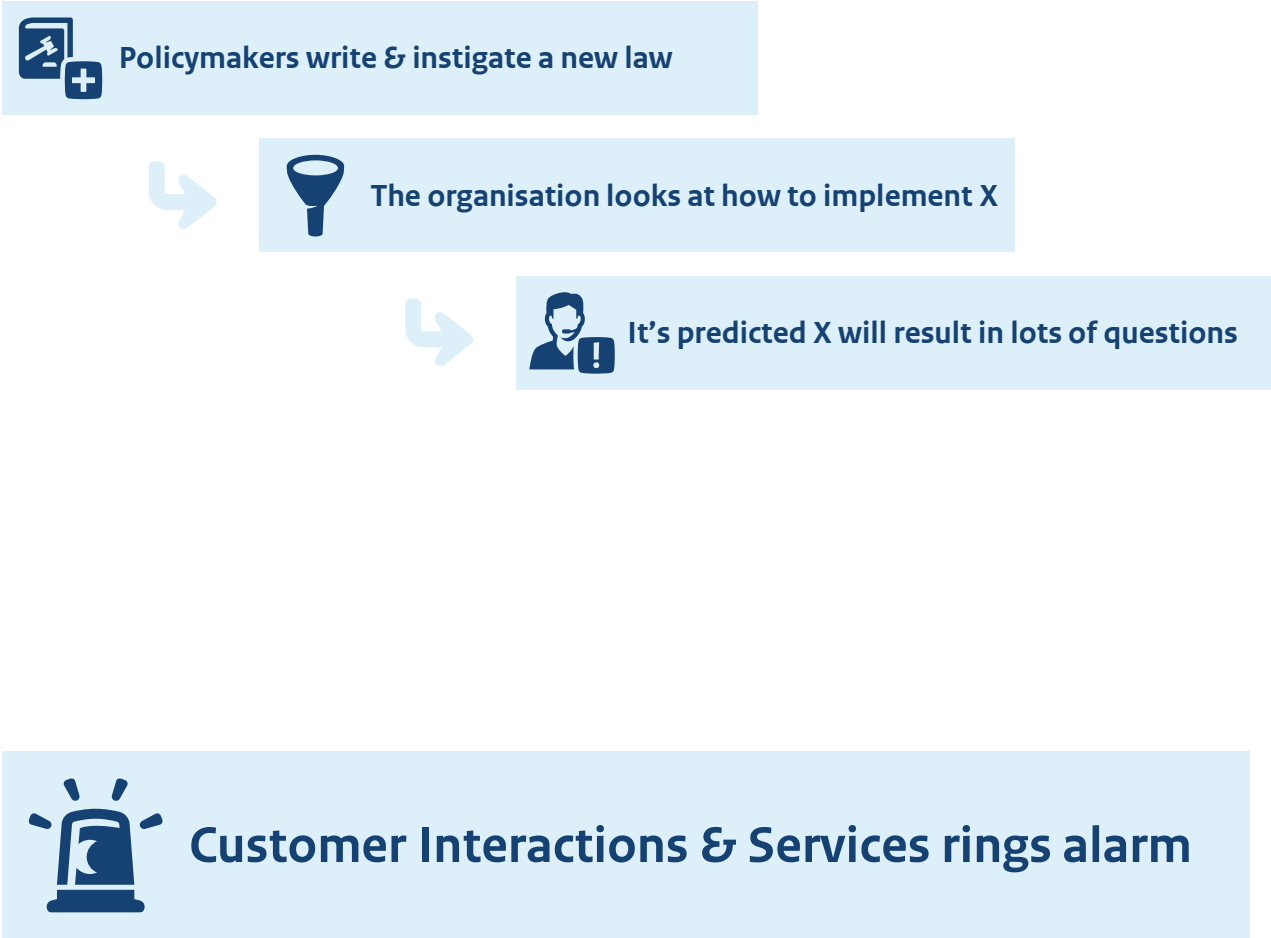


It's predicted X will result in lots of questions



Current way of working

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Customer Interactions & Services rings alarm



No time is left to consider these concerns



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Law X can't be altered any longer



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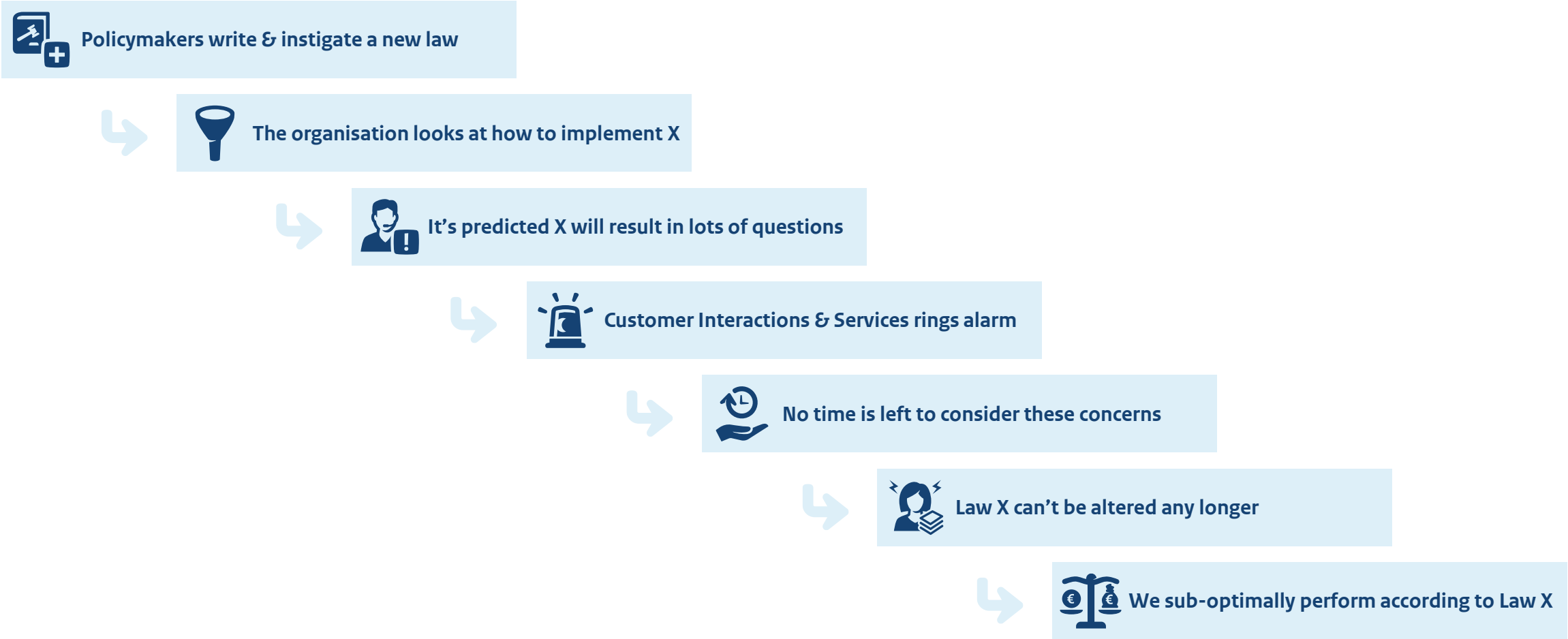
Law X can't be altered any longer



We sub-optimally perform according to Law X



# There is a lot to improve





# What has to change?

Change starts with



# 1 Design



Change starts with



# 2 Collaboration



Change starts with

# 3 Research





Change starts with

# 4 Life events



Change starts with

# 5 Focus





## Change starts with

1



**Design**

2



**Collaboration**

3



**Research**

4



**Life events**

5



**Focus**



# Together we listen

Politicians



Policymakers

Executors



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Thank you!