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**WEBINAR ON “CUSTOMER CENTRICITY NOW, AND IN THE  
FUTURE  
Case studies from different tax administrations**

French Tax Administration



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# SUMMARY

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## French strategy to anticipate and meet our users expectations

- I. How to anticipate our users' expectations
- II. How to meet our users' expectations
- III. Our strategy for future developments



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# French strategy to anticipate and meet our users expectations

## I. How to anticipate our users' expectations



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# CONTEXT

France has more than **41** million fiscal households.

=> *30 millions queries, among them :*

6.1

million  
in-person visits

10.2

million  
e-mails

13.9

million  
phone calls

# How to anticipate our users' expectations : Listening to users through :

## ➤ Interministerial platform: « *Give my opinion with Public Services +* » :

### The principle:

- All users of public services can submit their opinion on the interministerial platform Services Publics +
- The administration must then provide a reply to the user in less than 7 days.

=> In 2024, the French tax administration received 3,329 feed backs. 99.9% of them were replied to within an average of 4 days.

## ➤ Local user committees Service Public +

### The principle :

Organization of meetings :

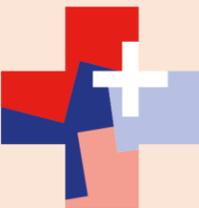
- at a departmental level
- between public service users and staff of the tax administration
- based on shared experiences,

=> **Objective: to draw up an action plan for continuous improvement.**

### Results :

- Since 2023, 96 local user committees +
- 200 improvement plans implemented.

**SERVICES  
PUBLICS+**





# How to anticipate our users' expectations / Satisfaction surveys

## 2 national surveys

### ➤ The IPSOS survey covers 3 distinct audiences:

- 📖 private individuals
- 📖 Professionals
- 📖 trusted third parties

This represents a sample of around 1,500 users.

This study provides information on

- 📖 the reasons for contact
- 📖 contact methods
- 📖 the level of satisfaction generated among users

### ➤ Delouvrier survey

- 📖 Based on a panel of over 2,600 users
- 📖 measures user satisfaction with 9 public services (French police, health, education, etc.), including tax administration.



# How to anticipate our users' expectations Regional - Departmental surveys

In each of the 101 departments :

- systematic surveys after appointments with users, sent by e-mail
- survey via QR Code systematically proposed after a spontaneous reception at the counter

These surveys make it possible to measure 4 types of satisfaction rate:

- Overall user satisfaction with public services
- Degree of satisfaction with processing times
- Degree of accessibility of public services
- Simplicity of administrative procedures

# How to anticipate our users' expectations Co-designing online services with users

The French tax administration places the user at the center of IT developments

- **A UX approach is implemented for all developments of a new application or new functions on the website.**

The approach consists of:

- 📁 setting up a panel of users
- 📁 listening to users during individual interviews lasting 1 to 2 hours
- 📁 co-designing user paths
- 📁 user testing
- 📁 compliance with the General Accessibility Improvement Framework which guarantees that websites and digital content are accessible to people with disabilities

- **Our objective: the on-line procedures must be adapted to all our users, whatever their situation**





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# How to anticipate our users' expectations / Departmental user relations reports

A network of departmental user relations advisors has been set up throughout France.

The role of each advisor is to :

- draw up an annual user relations report
- draw up an action plan for the coming year

➤ **with the aim of continuously improving customer satisfaction and service**





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# French strategy to anticipate and meet our users expectations

## I. How to meet our users' expectations



# How to meet our users' expectations

We provide taxpayers a multi-channel service to contact us :

- Reception desks
- Telephone
- Messaging system & emails

➤ public choose the contact channel that suits them best

✓ All channels receive equal attention from the French tax administration

✓ Each channel gives the possibility for users to easily reach out to the tax administration and get a tailor-made answer,



# How to meet our users expectations / Multi-channel service / In person reception

A large network with a strong local presence, including :

- its own reception centers : 2 200 French tax administration offices
- Reception centers in town halls,
- in 2 800 France Services structures (partner structures of the French Tax Administration throughout the country)

=> Some 5,000 points of contact spread over the whole country

Locations of all these reception points are available to users on the website [impots.gouv.fr](https://impots.gouv.fr) and are regularly updated.

# Multi-channel service / Telephone

A national number has been set up to provide advice and assistance to users

0 809 401 401

- manned by 800 agents
- in 20 call centers
- distributed throughout the country,

Two main indicators help monitor the activity:

- the number of answered calls, which assesses the level of the tax administration's accessibility
- the satisfaction rate at the end of each call.

This national number, 0 809 401 401, was awarded the « Services Publics » +” silver label in February 2025 by an independent audit.

This label certifies the quality of the telephone service according to 3 main criteria:

- Reachability
- Support
- Clarity of answers.



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## Multi-channel service / Website

### Website

- 2 most visited public site in France
- 300 million page views / year
- 44.6 million user accounts created on the site

Clear, regularly updated general information is made available to the taxpayers on a continuous basis: via FAQ's, Chatbot.

# Adapting the strategy to the specific needs of the population :

By listening to our users, we can adapt and adjust the strategy to the needs of the population.

- ❖ In French Guyana, the tax administration adopted an organization that takes into account the geographical specificity of its territory with the « France Services » canoe :
  - which travels along the border with Brazil,
  - approximately 1 week a month,
- enabling staff to meet users rather than the other way round, given the difficulties of travelling in this territory.

Video Guyane La piroque France Services de l'Est guyanais

- ❖ In Guadeloupe: production of videos in French and Creole on simplifying tax formalities
- ❖ Organisation of local campaigns to raise awareness among specific target groups:
  - young first-time tax filers in difficulty
  - senior citizens
  - armed forces personnel





# Setting up external partnerships

The French tax administration has developed external partnerships to increase the number of initiatives to match as closely as possible users with their requirements :

- \* with the France Services structures
- \* with the Ministry of the Armed Forces, for the benefit of their civilian and military personnel
- \* with social welfare services, for the benefit of self-employed workers
- \* with tobacconists, for local tax payments
- \* A partnership is currently being drawn up with the Ministry of Justice to support users who, by definition, do not have Internet access.

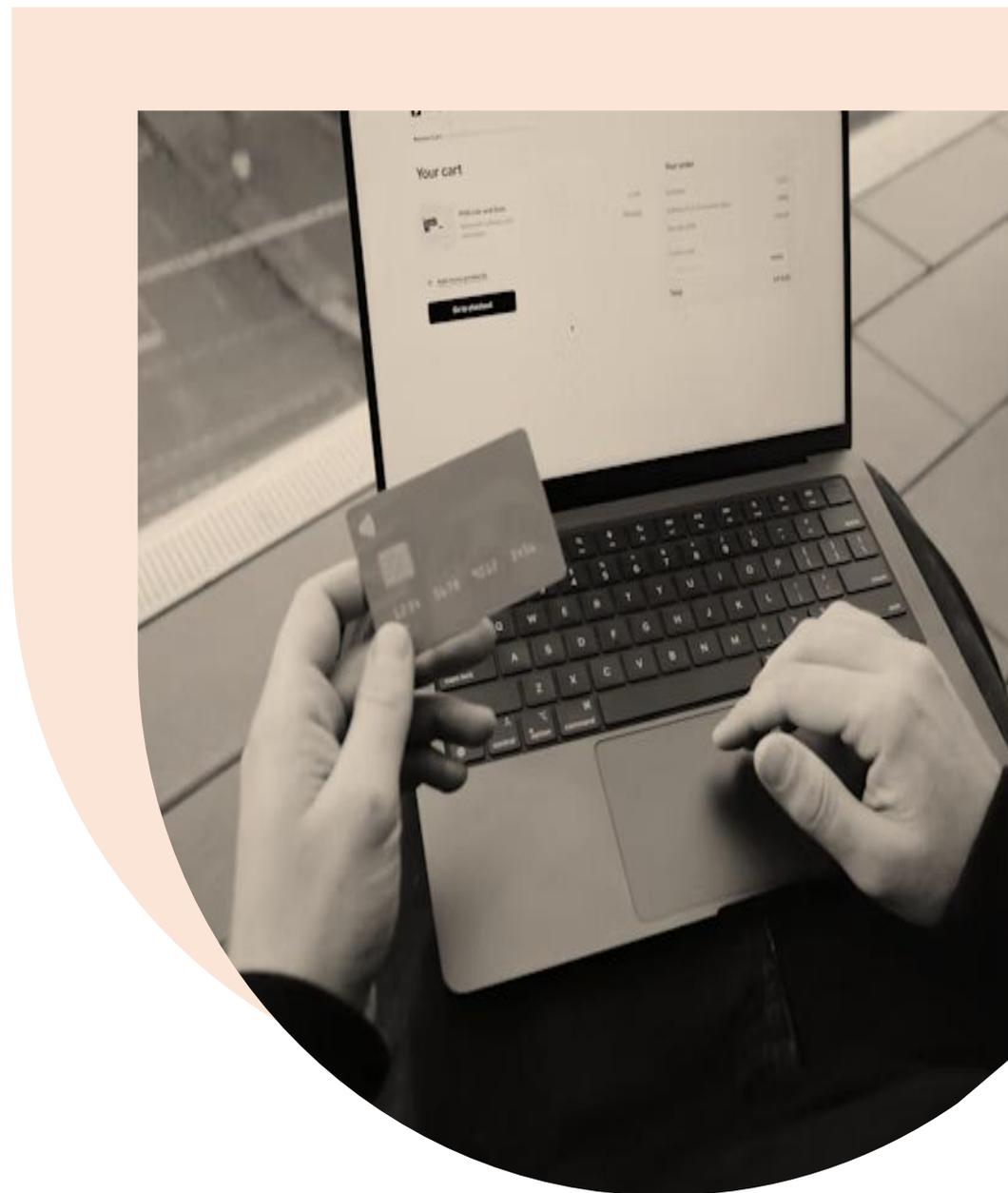
## Adapting the digital offer

### > The majority of our procedures are on-line

The most important dematerialised procedures are :

- Personal tax payments
- Declaration of property ownership
- Declaring VAT
- Declaring income

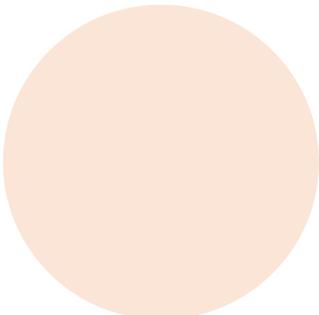
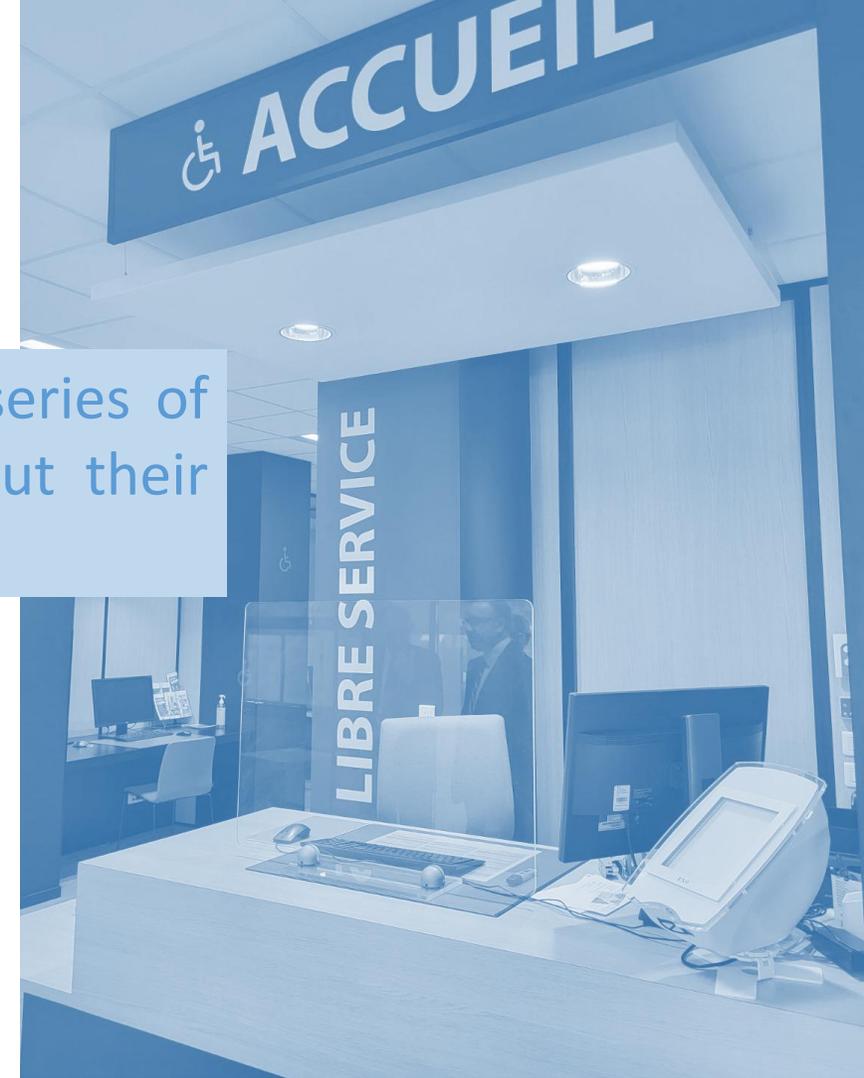
➤ **85%** of tax returns are now filed online, using a pre-filled, easy-to-use interface that allows multiple corrections.



## Facilitating online procedures

> In this context, the tax administration has introduced a series of measures designed to make it easier for users to carry out their procedures online.

- Self-service PCs at reception points, with personalised assistance provided by French tax administration staff
- Collaboration with advisers in digital inclusion centers, to enable vulnerable groups to gain a better understanding of the French tax administration' digital services.
- Organisation of the «Digital Tuesdays»: 2 hours personalised appointment to help users to create their secure digital space every Tuesday during tax campaigns



## Mobile app

The impots.gouv mobile smartphone application allows the users to :

- make non complex tax returns,
- make appointments by phone or at the reception counter
- have access to all their documentation

**impots**  
• **gouv**

Vos principaux  
services à portée  
de main





# Enhanced accessibility for people with disabilities

- The website complies with the French government's Design System standards to consolidate its accessibility.
- Deaf or hearing impaired users can get help from a sign language interpreter via the ACCEO assistance system by contacting the national number :  
**0 809 401 401**

=> In 2024, almost 9,000 calls were made possible in this way





# A proactive approach to reaching out to the public and anticipating needs

Communication campaigns to convey to taxpayers general or personalized information to :

- familiarise users with their tax obligations
- help them with the online procedures
- provide them with the online support (FAQ, website, etc)

In 2024 :

- 128 million messages
- covering 57 different themes

were sent to individual users

## Supporting taxpayers through their life events

Consists in providing taxpayers with specific information at key moments in their lives :

- marriage,
- birth of child,
- retirement,
- loss of a loved one



## « Loss of a loved one » case

To simplify procedures in the case of the «[loss of a loved one](#)», French tax administration worked on sending a letter to the grieving relatives to inform them of :

- any tax formalities to be carried out with relation to the deceased
- documentation tailored to fit most of the questions they may have.

Since July 2024, almost 500,000 letters have been sent to relatives or family.



# Simplifying written documents Integrating "plain language"

The French tax administration ensures that every form and printed documents are :

- Clear
- Legible
- Understandable

This philosophy of simplification also guides the updating and creation of all online procedures.





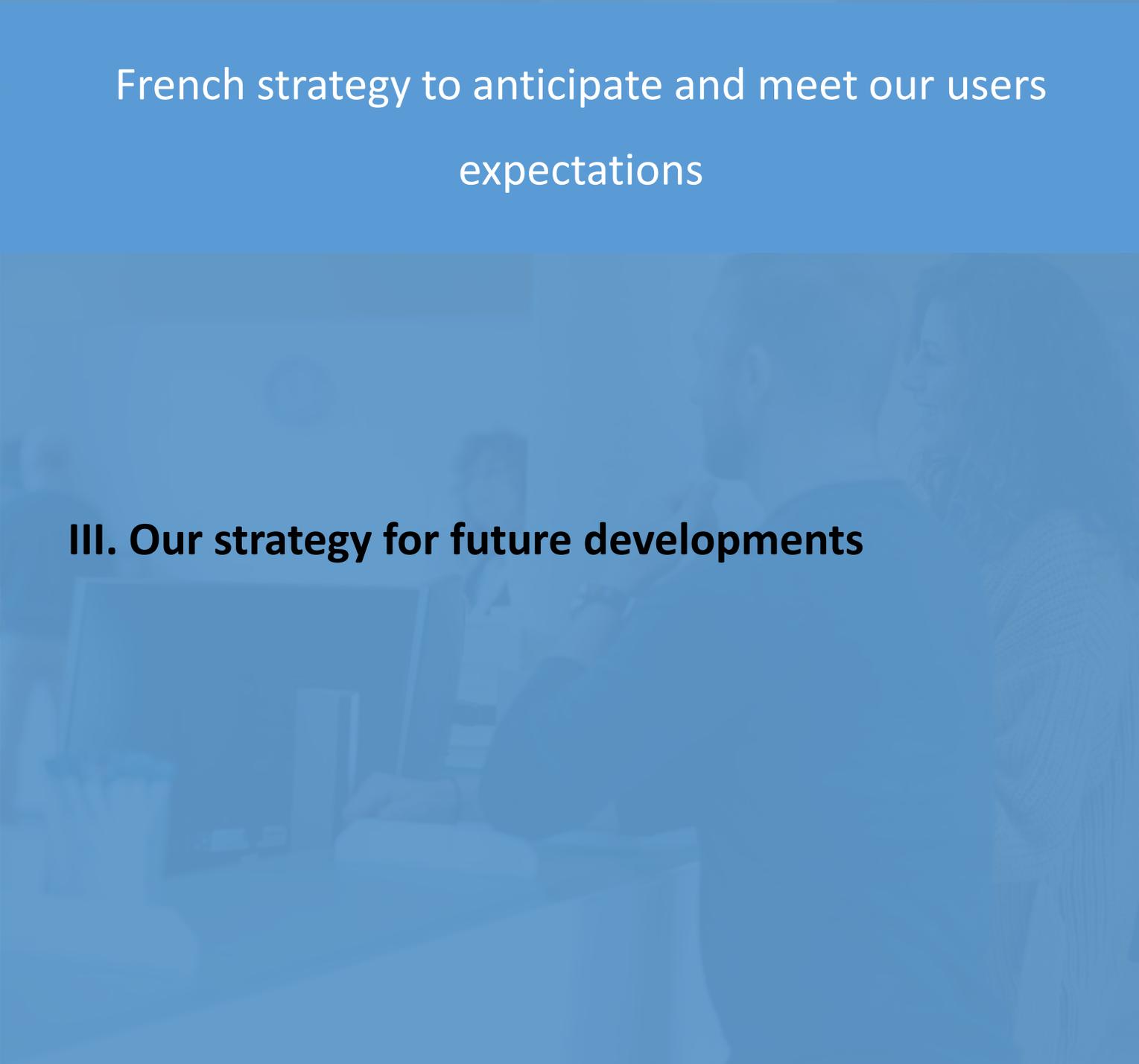
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### III. Our strategy for future developments



# Our strategy for future developments

## 1. Short term :

- Use of AI in a natural language search engine on [the impots.gouv.fr](https://www.impots.gouv.fr) website, capable of:
  - pushing the appropriate docs
  - providing a summary of the answers in plain language
- Use AI to [simplify administrative texts](#) and responses to users, but with systematic proofreading by a civil servant
- Use AI to [identify where information is missing](#) from our FAQs, based on analysis of user messages, and enhance knowledge



## 2. In the medium term:

Personalised digital assistant with access to the taxpayer's personal data, controlled by voice, capable of:

- running simulations
- making appointments
- creating alerts, reminding of deadlines
- Etc



### 3. In the long term :

Give users access to a single application that:

- is fully up to date with the user's situation
- enables them to interact with all governmental administrations
- is able to cross-reference all the user's data to provide the appropriate and complete answer



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Thank You for your attention