

# FINNISH TAX ADMINISTRATION IS BUILDING ITS DIGITAL SUCCESS STORY WITH QPR



## CHALLENGE

- OLD INFORMATION SYSTEMS AND WAYS OF WORKING
- TOO MANY MANUAL OPERATIONS
- LACKING THE BIG PICTURE OF PROCESSES AND INFORMATION SYSTEMS



## SOLUTION

- QPR ENTERPRISE ARCHITECT DEPLOYED
- QPR UI PUBLISHING PLATFORM DEPLOYED
- USING QPR CONSULTING SERVICES



## BENEFIT

- CONSISTENT BIG PICTURE
- EFFICIENCY AND MOTIVATION
- INCREASE IN CUSTOMER SATISFACTION
- INCREASED OPERATIONAL RELIABILITY
- COMMON LANGUAGE
- ROUTINES WITH ROBOTICS

### CONSISTENT BIG PICTURE

Finnish Tax Administration's actions to increase efficiency started by mapping a consistent big picture of both the current and the target state. Tax administration chose QPR tools to pinpoint the bottlenecks in processes and identify overlapping information systems. With QPR the organization was able to develop a common language and a uniform communication base as well as model their operations. Complicated integrations of old information systems did not always work, which resulted in too complex solutions. "QPR consultants helped us find an appropriate level of visualization and a well-functioning general view to support different projects", says Anssi Sahlman, Director at Finnish Tax Administration.

### EFFICIENCY AND MOTIVATION

Successful deployment of digital services in tax administration has received plenty of positive feedback; it is widely considered as a success story of public sector digitalization. Both consumers and enterprises find that taking care of things is nowadays much easier; customers can communicate with tax authority when and wherever they wish. Also, the validity of data is better, when it can be added in the systems electronically. "QPR has supported the Tax Administration to streamline its processes, and personnel has been freed up to perform less repetitive tasks. The personnel have the



The aim of the Finnish Tax Administration is to be an institution held in high regard both in Finland and internationally; one of the best tax administrations in the world. Lean and efficient processes help in reaching this goal. Some 5000 persons work for the Tax Administration, and over 50 bn tax revenue is collected every year.

“QPR tools and consulting services have significantly helped the Tax Administration in streamlining its operations, and thus aided the customers in taking care of their business.”

Anssi Sahlman  
Director - Finnish Tax Administration



possibility to look at tax administration's operating models directly through QPR systems. Openness increases the employees' understanding of their contribution in the organization as well as the whole society", says Anssi Sahlman.

## SATISFIED CUSTOMERS

"Identifying customer needs and developing processes have simplified communication between consumers and enterprises with tax administration", Anssi Sahlman states. Digital services such as Digital Tax Return, OmaVero service and requesting a new tax card online have affected positively to customer opinions. With transparency and openness, the Finns consider paying taxes to be their civic duty.

## INCREASED OPERATIONAL RELIABILITY

Taxation represents a critical function in the society, and it is of utmost importance for every citizen that it is secured. Taxation process is closely defined, and taxation mechanism is used to carefully plan where resources should be directed at any process period. The 1980-90's was still a golden age of manual folders and files; today the Tax Administration uses electronical metering and tracking and strives to do things as efficiently as possible. Tracking is very active, because the operational reliability depends on it. "For instance, when a legislative amendment is due Tax Administration can understand the big picture better with the help of QPR tools. At the same time surprises can be avoided, and any impacts by the changes can be evaluated", says Anssi Sahlman.

// The power of process work lies in a common language and way of communicating and modeling things. A common way makes it easier to navigate from one area to another, and all stakeholders understand better what is happening in the business."

Anssi Sahlman  
Director - Finnish Tax Administration



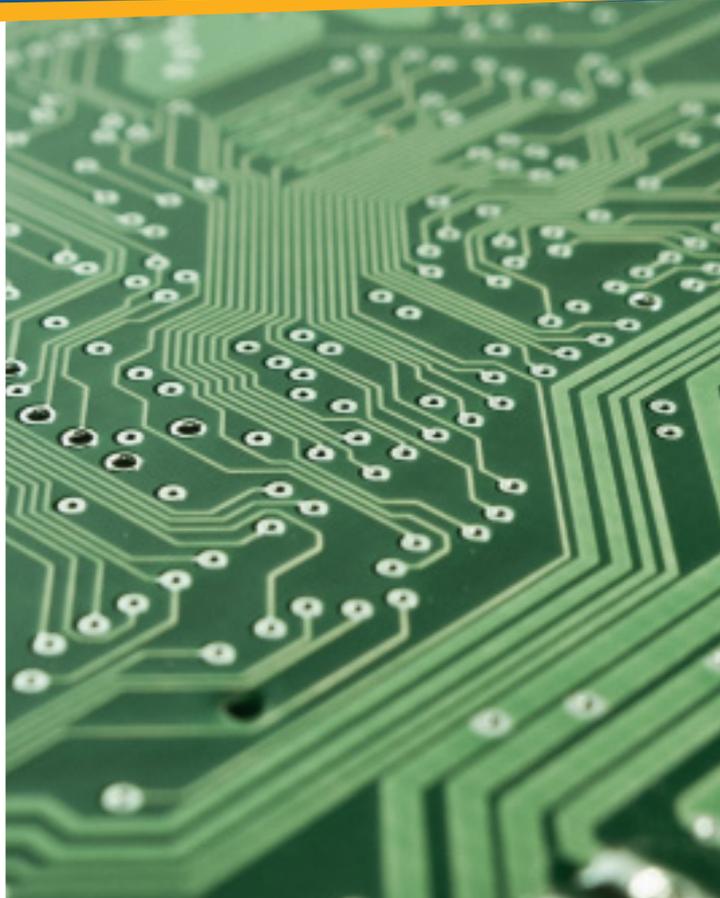
## COMMON LANGUAGE

A common language has simplified navigating from one area to another, and now all stakeholders understand better what is happening in the business. A uniform way of communicating is important also with external suppliers in order to understand how the process is expected to proceed; it is difficult to fulfill customer expectations when there is no common language and understanding. QPR has supported the Tax Authority in finding a uniform communication style, which in turn has helped to carry through the big Valmis-project.

## ROUTINES WITH ROBOTICS

Tax Administration strives to focus its personnel's resources to relevant issues, i.e. improved customer service and expert tasks. With the help of measuring tools, it is easy to find out how much work each phase requires. Therefore RPA/robotics has been introduced to perform routine tasks. Efficiency can be improved without hiring extra personnel.

"Co-operation with QPR started with process modeling and quickly continued to a large scale architecture work – currently the co-operation is viewed more comprehensively. The development of digital strategy continues, and we face the forthcoming challenges in an agile way", says Anssi Sahlman, Director at Finnish Tax Administration.



## ABOUT QPR SOFTWARE

QPR Software Plc (Nasdaq Helsinki) provides solutions for strategy execution, performance and process management, process mining and enterprise architecture in over 50 countries. Users of QPR Software gain the insight they need for informed decisions that make a difference.