

IOTA COMMUNICATION STRATEGY





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1. Aim of the strategy

IOTA's mission is to promote cooperation between tax administrations in the European region through the sharing of experience and best practice, and to be a source of professional knowledge and expertise about practical tax administration issues. (IOTA Strategy 2012-17)

Communications plays a vital role in supporting the delivery of IOTA's mission and this strategy sets out the approach to how it will be achieved:

- targeted communication with IOTA's membership and with international organisations so IOTA can better help develop best practice and knowledge sharing, with the aim of helping member tax administrations become more effective and efficient,
- making members more involved in IOTA's work and aspirations as active contributors so they can see clearly the benefits of being an IOTA member,
- raising awareness of IOTA's work and identity in the international arena to enhance its visibility.

2. Background

IOTA has been operating for 20 years as a forum of tax officials where members can exchange experience and information in order to improve tax administrations. More than 20 workshops are organised every year for IOTA members, 3-4 publications are issued per year, a new and modern website is launched. IOTA has a technical enquiry system that serves the members and a knowledge database currently being developed.



IOTA is working in a fast changing environment where tax administrations have new needs emerging from modernising tax services and from global challenges. New global issues necessitate international efforts to reduce tax avoidance and evasion, to fight against VAT fraud.

In response to these new challenges IOTA will:

- Be more open as transparency is fundamental. Greater openness leads also to higher visibility.
- Be more dynamic, innovative and responsive. By reacting faster to developments inside and outside of the membership, timeliness is crucial.
- Show more of a direct link between its work and the impact it has on the effectiveness and efficiency of member tax administrations.
- Widen its capacity for information sharing, to make better use of information, data and material generated through its activities (e.g. events, technical enquires).
- Use more efficient engagement tools to seek more contributions from its members.

IOTA's strengths:

- IOTA is the only organisation that includes almost all European countries as members.
- Multicultural environment and wealth of knowledge and experience to be shared.
- Available, widespread network of tax officials, from frontline officials to senior management.
- IOTA workshops that are highly rated by participants.



- Lots of information collected and generated which is used in member tax administrations.

3. Core communication objectives

It is crucial to keep communications integrated into the core business of IOTA. Communications supports the implementation of the IOTA's strategy (<https://www.iota-tax.org/iota-strategy-2012-2017>) and the following four objectives will ensure it is successfully delivered:

Communication Objective 1. EFFICIENCY: to bring more value to our community of tax officials

Facilitate best practice and coordination between members so it positively influences the efficient and effective operation of tax administrations. Make available more ready-to-use materials, that are directly useful to the daily activities of tax officials.

Communication Objective 2. INNOVATION: to use the latest communication innovations for better timeliness

Deliver timely information which contributes to more effective and efficient working for our members. Use the latest communications channels to reach out to tax officials and external parties, such as social media, webinars and videoconferences.

Communication Objective 3. QUALITY: to establish high-quality communications based on two-way dialogues

Intensify dialogue with membership and international partners so that IOTA can gain more feedback on obtained and expected values. By understanding



these IOTA can deliver events and publications which answer better the needs of the membership.

Communication Objective 4. VISIBILITY: to use communications to make IOTA a transparent and visible organisation

To make more IOTA products public and publicise the IOTA brand through different channels, exploring social media possibilities both internally and externally so IOTA's key audiences can benefit from its expertise.

4. Target audiences

Target audiences can be categorised as follows:

- Outside IOTA (external)
 - International partner organisations
 - International tax practitioners
 - Other interested groups (e.g. students, lawyers)
- Inside IOTA (internal)
 - Different level tax administration officials (senior and middle management tax officials and tax officials working at an operational level)
 - Statutory bodies (Executive Council, Presidency)
 - Principal Contact Persons (PCPs)

5. Content of communication with target audiences (messages)

All communications content should be consistent with IOTA's main objectives and mission.

The main content of the dialogue with internal target audiences includes:



- *Senior and middle management*: IOTA helps them to achieve better results (generate more revenue, increase taxpayer compliance, increase trust) by sharing good practices (success stories) and 'bad practices' (failures to avoid) in tax administration management area. IOTA therefore needs input from senior management so that more value can be delivered.
- *Operational tax officials*: IOTA helps tax officials to make their everyday work more efficient. The Secretariat needs input about core issues affecting tax administrations and suggestions how IOTA can help in overcoming them.
- *PCP's*: they are the driving force of the IOTA network, whose regular cooperation and inputs are crucial. IOTA keeps PCPs regularly updated on recent developments, enabling them to provide valuable input and feedback.
- *Executive Council and Presidency*: they determine the way IOTA works, and formulate the future of the organisation. IOTA ensures EC members and the Presidency are provided with timely, relevant materials and have regular opportunities to network with each other and the wider membership.

Communications to external target audiences:

- *International partner organisations*: IOTA provides expertise and is a potential partner in the European region.
- *International tax community* (academics, businesses, tax advisors): IOTA provides a forum for expressing the views of the sector and contributes to the establishment of global mechanisms.

6. Implementation

The implementation of the strategy will be described in 2-year Action Plans which outline schedule, responsibilities, tools, channels and monitoring of the realisation of the objectives.