Welcome
/ Program Director, Mads Udby
Agenda, venue and frame for market dialogue presentation

Thomas Harborg, Project Manager
## Dialogue meetings process – ICT agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Details</th>
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</thead>
<tbody>
<tr>
<td>9:00 – 9:30</td>
<td>Breakfast</td>
<td>Break</td>
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</table>
| 9:30 – 11:30 | Presentations  | Plenary presentations:  
  - Welcome, Mads Udby Olesen, ICT Program Director  
  - Introduction to market dialogue, Thomas Harborg, ICT PM  
  - Who we are, Mads Udby Olesen, ICT Program Director  
  - Business introduction, vendor lead  
  - Customs strategic direction and frame for implementation, Mads Udby Olesen, ICT Program Director  
  Break  
  - Customer journey, Dorte Møller og Johanna Carlsten, ICT Business Analyst  
  - Architecture and solution, Claus Møller, ICT Lead Architect  
  - Data, analytics and risk management, Erling Duncan-Tind, ICT Lead Data Architect |
| 11:30 – 12:00 | Lunch          | Plenary  
  Delivery (Management):  
  - Implementation  
  - Collaboration  
  Solution (Architects, Specialists):  
  - Business (capabilities)  
  - Data  
  - Application  
  - Technology | ICT questions:  
  Plenary  
  - Summarize key track considerations and any remaining questions  
  - Any further input from vendor(s)  
  - Next step and goodbye |
| 12:00 – 14:15 | Tracks         | Meeting facilitator: Thomas Harborg  
  - Delivery: Thomas Harborg  
  - Solution: Christian V. |
| 14:30 – 15:00 | Closure        | Meeting facilitator: Thomas Harborg                                    |
Purpose of this meeting

ICT has initiated this dialogue meeting to:

- Tell the market about ICT
- Learn about the market
- Strengthen ICT's ability to write good procurement documents

So we are here today to:

Share and present knowledge …

…and to ask questions
ICT: Who we are

Mads Udby Olesen, Program Director
How is the Implementation Centre for Customs (ICT) expected to be organized?

The organization is under restructuring. There is currently established 4 offices, which covers the below-mentioned areas. The four offices are, however, currently organized in a flatter and more simple structure. Ultimo June there will be +50 employees in ICT. Each office is described in the following pages.
Steering group staffing from the leadership in the ICT line organization and SKAT

1. Role in the ICT steering group | Role in the line organization
   - Chairman and senior sponsor (SRO) | Head of department in the Ministry of Taxation
   - Program Head | Program Head
   - Program strategy and control | Office Head for Economy, EU
   - Program manager | Program manager from PMO
   - Chairmen of the project steering group | 2x Vice President for ICT
   - Chairman for the reference groups for initiatives in the investment plan | Office Head Economy, HR and Control in the Ministry of Taxation
   - Business owner/business change manager and resource owner | Vice President for Customs, Director of Control/Supervision, Vice President in SKAT IT and Data

2. Role in ICT-program management group | Role in the line organization
   - Chairman and program head | Program head
   - Program manager | Office Head for Strategy and Control (temporary)
   - Chairmen of the project steering group | 2x Vice President for ICT
   - Business and resource owner(s) from Customs, SKAT IT and Control/Supervision | Relevant managers from Customs, SKAT IT, Head of departments from the future Customs organization
   - Senior suppliers/users | Office Heads/leadership group in ICT

3. Role in the project steering group | Role in the line organization
   - Chairman of the Steering group | Vice President
   - Program manager | Program manager from PMO
   - Project manager | Project manager from PMO
   - Senior user (business representative) | Office Heads (e.g., Business processes, Strategy and Control, Data and Analysis) and representative from the receiving organization in Customs and/or the other Vice President
   - Senior supplier (development representative) | Office Heads (e.g., IT development, IT architecture, DevOps, Data and Analysis) and relevant managers from Customs as well as the system supplier and/or the other Vice President

4. Role in the ICT working group | Role in the line organization
   - Chairman | Office Head Strategy and control
   - Subject specialists | Relevant ICT employees and Office Heads
   - Program support | PMO representative
   - Economy | Deputy Head, Ministry of Finance
   - (Finance law, licensing questions, etc.) | SKAT Economy
   - Senior user (business representation) | SKAT IT, SKAT and Customs
Vendor(s) : Business intro
ICT: Customs strategic direction and frame for implementation

Mads Udby Olesen, Program Director
Our primary strategic challenges are IT development, delivery of a new value proposition to customers and competence building

**Situation**
- New customs legislation – the Union Customs Code (UCC)
- Complete digitization of the entire customs area
- New customs agency

**Challenges**
- Complex legacy system universe
- A large number of new employees with new competences
- Denmark’s most extensive EU implementation to date
- New and more advanced products and deliver services in a completely new way for Customs & Operational reliability

**Strategic questions**
- Customer needs
- New audit paradigm based on preventive digital audits
- Support a culture and behavior
- Data-driven and impact-oriented Customs
Our ambition is to provide safety and security, ensure correct customs revenue and support business growth through agile import and export processes.

Customs provides safety and security for the citizens, ensures correct customs revenue when transporting goods across the Danish border and supports business growth in the business community through agile import and export processes. This is done through optimal use of data and focus on impact and compliance.

REALISATION THROUGH FOUR STRATEGIC OBJECTIVES

Customs must realise the ambition by aiming at four strategic objectives (random order):

- Ensure correct customs **revenue**
- Provide **safety and security** for the citizens, health and the environment
- Create optimal tariff conditions for **global trade**
- Ensure law and regulation **compliance**
Where to play? Customers and products
We deliver differentiated products and services to six primary customer segments

The second fundamental strategic question in the formulation of an objective for Customs is: Where to play? This question should first and foremost provide an answer to which target groups to focus on to create the most value, and what products or services we should deliver to the target groups. Below, the six primary key customer segments for Customs are stated. Within each segment, it is possible to make another differentiation to identify the needs and behaviours of companies and citizens to be able to deliver specified value propositions to these subsegments.

**COMPANIES**

- **DATA PARTNERS (COMPANIES WITH DATA INTEGRATION)**
  - The 100 largest customs clearances accounted for approximately 80% of customs declarations and more than 90% of the statistical value
  - Selected AEO-certified freight forwarders or companies who handle customs clearance themselves. Both large tariff volume or relevant in terms of security
  - The vast majority of the total tariff volume. Customs's efforts in relation to the segment have a great impact as regards the goal of correct tariff classification
  - There are few large companies with significant tariff volume. They have extensive customs capabilities and large amounts of data
  - Automation of controls and exploitation of big data
  - A need for competent customs support for complex cases 24/7
  - Predictability of customs procedure

- **AEO-CERTIFIED COMPANIES**
  - In 2017, approx. 110 companies – the goal is to expand to 500 companies
  - Freight forwarders, transport and logistics companies or manufacturing companies and businesses with AEOC/AEOs appropriations
  - Certification and automation ensure to a greater extent correct customs clearance of goods with a limited use of resources in Customs
  - The segment does not grow as desired because the companies do not experience any significant benefits of the AEO system
  - 25 different types of appropriations
  - AEO certification provides predictability and flow in customs control

- **OTHER COMPANIES**
  - In 2016, a total of 36,000 companies with some form of approved financial procedure
  - Company with fewer import/export declarations. Can have appropriations for e.g. outward processing/traffic or bonded warehousing
  - Customs supports the growth of DK's business community. Barriers to import/export must be reduced to a minimum for companies
  - 80% of companies choose to let others declare their goods for them
  - Simple and intuitive processes for customs clearance through standardised systems, self-service solutions and support
  - Customs creates safety and security for citizens by use of a non-invasive effort

- **CITIZENS – ONLINE PURCHASING**
  - Online purchasing: DKK 100 billion a year – approx. DKK 13 billion outside the EU
  - Citizens who purchase goods and services on the internet
  - The Danish citizens made 162 million purchases in 2016. The majority of purchases was from EU countries. 5 per cent was from third-world countries
  - The segment is even longer
  - Customs provides safety and security to the citizens through systematic and automated security checks in collaboration with the clearer and aided by access to big data.
  - Customs creates safety and security for citizens by use of a non-invasive effort

- **CITIZENS – TRAVELLERS**
  - A minimum of 10 million tourists visit Denmark every year. Add to this approx. 3.3 million Danes travelling abroad
  - DK citizens and other nationalities who travel to Denmark
  - Increase in the number of people travelling to Denmark. Both from countries outside the EU as well as Danes going on holiday. Creates opportunities for illegal import/export
  - Customs strives to make it easy to manage

- **AUTHORITIES IN DK, EU AND ABROAD**
  - Customs collaborates with 15 different authorities in DK – the list is even longer abroad
  - DK authorities and foreign authorities that exercise control over import and export of goods
  - Authorities where data sharing with Customs is relevant
  - Collaboration with the authorities is necessary to ensure optimal use of data
  - Collaboration on initiatives that are supported by mutual data sharing

**Citizens and businesses**

- The third fundamental strategic question in the formulation of an objective for Customs is: Who? Customers and products
- We deliver differentiated products and services to six primary customer segments

**Data partners**

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**AEO-certified companies**

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- AEO certification provides predictability and flow in customs control
Where to play? – Customers and products

New products and services support two main movements – closer mutual co-operation on correct customs clearance and increased digital and preventive controls

<table>
<thead>
<tr>
<th>SERVICE APPROACH</th>
<th>COMPANIES</th>
<th>CITIZENS</th>
<th>AUTHORITIES</th>
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<tbody>
<tr>
<td></td>
<td>Data partners</td>
<td>AEO certified companies</td>
<td>Other companies</td>
</tr>
<tr>
<td>Data integration and exchange</td>
<td>• Access to data – real time</td>
<td>Real-time overview of customs operations. Creation of effective customs processes</td>
<td>Creation of effective customs processes</td>
</tr>
<tr>
<td></td>
<td>• Data security in connection with data sharing</td>
<td></td>
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<tr>
<td></td>
<td>• Support for development of self-regulation/processes/systems</td>
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<tr>
<td>Digital solutions and self-service solutions</td>
<td>• Digital services relating to all core services – incl. case handling</td>
<td>Extended solutions and modules – scalable for companies, solution adapted according to need</td>
<td>Extended solutions and modules – scalable for companies, standard solution</td>
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<tr>
<td></td>
<td>• Physical self-service machines at selected locations</td>
<td></td>
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<tr>
<td>People-dependent handling of cases</td>
<td>• Case handling of special procedures</td>
<td>Personal, regular contact person for the company</td>
<td>Extended call centre – frequent contact, training</td>
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<td></td>
<td>• Particularly demanding issue of appropriations</td>
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<tr>
<td>Support</td>
<td>• Digital support</td>
<td>Web services, call centre</td>
<td>Online support (mainly trading platform/forwarder task)</td>
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<tr>
<td></td>
<td>• Call centre</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>• Nudging and continuous improvements based on learning</td>
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<tr>
<td>Digital/data-driven preventive control</td>
<td>• Target automated (data-based) controls</td>
<td>Continuously – automatically based on third party data and system integration</td>
<td>Based on increased access to data</td>
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<td></td>
<td>• Focused physical controls (technology-based)</td>
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<tr>
<td>Manual follow-up control</td>
<td>• Focused physical controls (technology-based)</td>
<td>Test of self-regulation mechanisms and monitoring</td>
<td>Test of self-regulation mechanisms</td>
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DRAFT
Where to play? – Position in the value chain (import)
Customs must ensure access to data at an early stage and when it matches companies’ needs – depending on mode of transport and type of customer

To ensure correct customs clearance, Customs needs to receive an increasing amount of customer data. Data are put into a flow to collect more data successively. In this connection, the mode of transport is of major importance in terms of how much time in advance Customs can receive data to be used for customs clearance and control. Overall, there is a desire to ensure access to data as early as possible – provided that it is profitable and that data are correct. As illustrated below, all things being equal, there is a smaller window when dealing with planes than ship freight. The solutions must reflect this and ensure that data are collected as early as possible.

CHOICES IN RELATION TO POSITION IN THE VALUE CHAIN

- Mode of transport plays a role in relation to the possibility of ensuring predictable and fast processing of goods. The shorter time to arrival, the more pressure on ensuring smooth customs clearance. Particularly in relation to lorries and planes it means that the sooner data are available to Customs, the better use of these data to conduct preventive controls (support security and correct tariff classification) and to ensure as little disruption as possible once the goods have arrived to Denmark.

- Access to data at an early stage – The possibility of ensuring data at an early stage will be different depending on segment.

- Data partners – It will be easier in relation to data partners where close integration and exchange of data on goods are required.

- AEO – Exchange of data with AEO companies is regulated by UCC. Further examination of the exact terms and possibility of access at an early stage remains.

- Other companies – This group includes companies that only rarely declares. To collect data at an early stage, it is necessary to retrieve it from importers or, alternatively, external sources. In this connection, it will be necessary to simplify data collection to ensure that companies with limited customs capabilities can transfer goods at an early stage. It will probably be more cost-intensive to ensure correct data at an early stage from this segment.

Selected value chains and choices across different modes of transport – When can Customs get data, and can it be pushed?

Value chain for data partners – e.g. freight forwarders

Receipt of order | Logistics planning | Collection of goods | Customs declaration | Transport/crossing borders/possibly control | Release | Delivery
---|---|---|---|---|---|---
Selected companies

Order cancelled on time which is why it probably does not make sense to collect data until the goods are collected

Through data integration, Customs could receive data from freight forwarders already in connection with collection of goods. This could potentially allow automatic declaration, which would be an advantage to both the freight forwarder and customer

Control/validation could be moved forward so that release takes place immediately except in case of physical control

Value chain for online shoppers

Find product (not EU online shop) | Enter personal data, incl. shipping details | Payment – and customs clearance, if relevant? | Transport (freight forwarder/customs officer) | Receipt (control) | Release
---|---|---|---|---|---
Selected people/companies

Law-abiding citizens

Handover of trade information – the more sources the better to avoid fraud, false invoices and incorrect customs tariff numbers

Self-service solution for declaration of own goods – possible that it cannot be done in a sufficiently simple way to make it attractive to the customers

Differentiate between PostNord and private service provider. The latter has access to more data in relation to control

Citizens – deliberate duty evasion

TIME OF ARRIVAL

WEeks

DAYS

HOURS

PUSH ACCESS TO RELEVANT DATA UPSTREAM

DK
Break
Customer Journey
Johanna Carlsten, Business analyst
CUSTOMS EXPERT IN A BIG COMPANY

Niels
Happy middle-aged expert with a passion for colors and Artificial Intelligence

ABOUT

AGE:
53

FAMILY:
Wife, two kids and a dog

BACKGROUND:
Working with customs system in SKAT
Customs advisory
Freight forwarding

YEARS AT THE JOB

0 5 10 >15

TASKS

• Mainly focused on import of goods
• Manages customs declarations, physical documentation and certificates
• Finds the correct commodity codes in Taric, duty rates e.g.
• Keeps up to date with new legislative requirements from EU and SKAT
• Build coworkers/company competency and capacity

DISTRIBUTION OF WORKHOURS

Niels’s wish list:
• More electronic documents
• Coordination among authorities
• Transparency and predictability in regards to controls
• Please do not mess with my goods. If you do control my goods please involve me
• When in doubt please support me

Completion of import declarations
Management of physical documentation and certificates
Coordination with authorities and suppliers
Support and answering of inquiries
Competence and capacity development
CUSTOMS EXPERT NIELS’S AS-IS CUSTOMER JOURNEY WITH FUTURE SOLUTION CONCEPTS

**INFORMATION FROM SKAT & EU**
- Reads newsletter
- Searches at SKAT.dk
- Participates in meetings in my network

**NEED FOR IMPORT/EXPORT**
- Contacts forwarder/transporter/supplier
- Finds commodity codes in Taric and Evita

**PREPARATION OF DOCUMENTATION**
- Applies for authorizations (e.g. AEO and BTI)
- Declaration completed, clearance received in the customs system
- Supporting documents are ordered and sent to the customs office
- Less controls and more predictability
- Quick process, correct data and reuse of data
- Avoid queue at arrival
- The opportunity to get help
- Know arrival time and place

**GOODS CROSSING THE BORDER**
- Contacted by the customs office regarding missing documents
- Ensures transmission of documents
- Report from the physical control received
- Not disturbed by problems
- Transparency in the process
- Need for cooperation - physical control can be devastating for the goods

**CONTROLS AFTER IMPORT/EXPORT**
- Revision/annual audit from SKAT
- Corrections to Danmarks Statistik
- Sends correction if needed

**ARCHIVING**
- Searching for old customs declarations

**CUSTOMER NEEDS**
- Knowledge of legislative changes
- General updates and information
- Being able to find and have a knowledge of commodity code, customs duty and transport time. (on request from internal procurement department)
- It should be easy to find historic declarations
- It must go fast
- It should be easy to make changes

**FEELINGS**
- Useful info from SKAT’s Newsletter
- Taric and Evita works fine since I am familiar to use the systems
- Experience that no one in SKAT can help to find the correct code
- Experience that Evita is not always updated
- Frustrating that commodity codes in Taric is not recognized outside the European Union
- It is difficult to search in Taric and to interpret
- Experience SKAT is not proactive
- It feels like Customs do random controls
- Experience unpredictability as well as lack of transparency by controls
- Experience a lack of dialog and cooperation within SKAT
- Experience that I do not receive assistance from Customs
- Experience authorities as uncoordinated
- Error list from Danmarks Statistik
- It is a time-consuming and long-winded process if there is a mistake in the customs declaration
- The experience is variable depending on the customs station
- Impossible to find old declarations. Wish it would be possible to find the old declarations in SKAT’s system, but it is not possible today

**CHANNELS**
- Good support from IT
- Experience few physical controls, perhaps because we are AEO certified
- Experience that industry association at EU level share information and news before SKAT
- Knowledge universe with Virtual Assistant (Customs.dk) where the customer can search relevant information. There will also be personalized push messages for example in relation to new legislation
- Automated customer service, chat bots, that can respond to questions and provide guidance
- Digitization of all documents
- Track & Trace feature, so customers constantly knows where their goods are located and whether their goods have crossed the border

**FUTURE SOLUTION CONCEPTS**
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CUSTOMS RESPONSIBLE
AT THE “TRANSPORTER”

Ditte
Positive mom of three that loves travelling and finds her inner peace during yoga

ABOUT

AGE: 45
FAMILY: Husband and three kids
BACKGROUND: Consulting

Started her career in the company’s logistics department
Politically active

YEARS AT THE JOB:

0 5 10 >15

TASKS

• Overall responsible for customs at the transportation company with personnel responsibility
• Owner of the contact to Customs where Ditte is driving the dialogue around e.g. how to cooperate
• Resolves specific issues and gets involved in case management
• Actively participates in industry organizations on EU level
• Fire fighting
• Situation handling (e.g. manual errors)

Ditte’s wish list:

• More use of electronic documents
• Coordination among authorities
• Better customer service
• A Customs Academy
• Transparency and predictability at border control
• SKAT to be more proactive and help us instead of just telling us what is wrong

DISTRIBUTION OF WORKHOURS

Personnel management
Dialogue and coordination with Customs
Keeping up with new regulations
Participation in industry organizations
CUSTOMS RESPONSIBLE DITTE’S AS-IS CUSTOMER JOURNEY WITH FUTURE SOLUTION CONCEPTS

### INFORMATION FROM SKAT & EU
- **Search on national websites**
- **Own control of compliance**
- **Lobbyists EU + industry association meetings**

### CUSTOMER NEEDS
- **Global perspective on new legislation**
- **Understand compliance**
- **No disturbances**
- **Minimize time consumption**
- **Contribute with good service at a limited time consumption**
- **Lack of communication regarding EU modifications from Customs**
- **Lack of training support for the EU modifications from Customs**
- **Unreasonable requirements from Customs**
- **Own search of news from SKAT/Customs is required**

### FEELINGS
- **News from SKAT/Customs is meaningful when I find them**
- **Experience AEO as a disadvantage**
- **Many physical documents**
- **Experience a lack of customer support and guidance by a customs officer**
- **Experience authorities as uncoordinated**
- **No coverage of returned goods**

### CHANNELS
- **Knowledge universe with Virtual Assistant (Told.dk)**
- **Optimized process for integration and sharing of data**
- **Digitalization of all documents**
- **My Trades - a personalized dashboard**
- **Tool to translations**
- **Coordination and knowledge sharing between authorities**
- **Virtual controls via Google glasses**
- **Customs command center ensures optimal risk management using big data and a central dashboard**

### ACTIONS
- **Search on national websites**
- **Own control of compliance**
- **Lobbyists EU + industry association meetings**

### CUSTOMER NEEDS
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- **Contribute with good service at a limited time consumption**

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### FUTURE SOLUTION CONCEPTS
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## IDENTIFIED FUTURE SOLUTION CONCEPTS
### SEEN FROM NIELS’S AND DITTE’S NEEDS

<table>
<thead>
<tr>
<th>SOLUTION CONCEPTS</th>
<th>SHORT DESCRIPTION</th>
<th>ADDRESSED CUSTOMER CHALLENGES</th>
</tr>
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<tbody>
<tr>
<td>Knowledge universe with Virtual Assistant (Told.dk)</td>
<td>✓ ✓ • Personalized knowledge universe with lifecycle program, information and guidance, advanced search capabilities, e-learning, whistleblower functionality and Virtual assistance chat board. Should also be mobile enabled</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>Automated Customer Service</td>
<td>✓ • Customer service at several levels. The Virtual Assistant is always available and becomes wiser over time. It can handle many different types of questions and has the opportunity to involve a human expert when needed</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>Tariff classification via image</td>
<td>✓ ✓ • Develop an application, using data from the tariff and classification systems, as well as google image repository, to recognize images and base on these guide users closer to the correct commodity code and duty rate. An image can either be uploaded or the item can be scanned</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>Digitization of all documents</td>
<td>✓ • Through use of e.g. Blockchain electronic documents and certificates from different agencies can be trusted and handled easily and safely in a digital format</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>Automatic pre-population of forms</td>
<td>✓ • With help from Robotics and Process Automation, custom forms can be pre-populated automatically making it easier for the user while reducing errors. This benefits both the customers and Customs.</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>Track &amp; Trace app</td>
<td>✓ ✓ • Track &amp; Trace app where the user easily can follow his import and export goods and receive notifications • This information can also be used by Customs to automate the ongoing coordination between customs officer and trader and at the same time optimize staffing at Customs ofices to provide the best service</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>Archiving platform</td>
<td>✓ • A platform where historical customs declarations are stored and can easily be retrieved at an audit for example</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>My Trades</td>
<td>✓ • Personified dashboard with an overview of all trades, their physical location, information about control, what and how it is being controlled etc.</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>Trusted trader program</td>
<td>✓ • A program where the customer can earn a higher status that provides several benefits (basic, AEO, AEO +) based on level of compliance and volume of trades</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>Translation tool</td>
<td>✓ • A tool based on Artificial Intelligence that quickly translates documents from one language to another through document scanning</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>Driver app</td>
<td>✓ • An app for the truck driver that provides information about border crossing lead times. This allows the driver to plan his breaks so that he arrives at the best time and optimizes his driving time</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>Coordination and knowledge sharing between authority controls</td>
<td>✓ • Establish cooperation between authorities that ensures coordinated controls and sharing of information e.g. certificates</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>Virtual controls via Google glasses</td>
<td>✓ • Use of Google glasses during controls which allows a trader or another authority to participate in real time when a control is performed</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>Customs Command Center</td>
<td>✓ • Central unit that collects all relevant data regarding circulating goods and aggregates this information in dashboards, primarily with focus on reducing risk</td>
<td>✓ ✓ ✓</td>
</tr>
</tbody>
</table>
Customs Architecture

Claus Møller, Lead Architect
The Future Customs Agency Capability map

- This view provides an description of each capability category

### Channels
- Inbound channels
- Outbound channels

### Business Services

<table>
<thead>
<tr>
<th>Inbound channels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Declaration management</td>
</tr>
<tr>
<td>Financial management</td>
</tr>
<tr>
<td>Trader management</td>
</tr>
<tr>
<td>Risk intelligence</td>
</tr>
<tr>
<td>Goods accounting</td>
</tr>
<tr>
<td>Tariff management</td>
</tr>
<tr>
<td>Control &amp; enforcement</td>
</tr>
<tr>
<td>Risk assessment</td>
</tr>
<tr>
<td>Duties &amp; tax collection</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outbound channels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk intelligence</td>
</tr>
<tr>
<td>Business intelligence &amp; reporting</td>
</tr>
<tr>
<td>Rules management &amp; execution</td>
</tr>
<tr>
<td>Enterprise search</td>
</tr>
<tr>
<td>Customer relationship management</td>
</tr>
<tr>
<td>Document management</td>
</tr>
<tr>
<td>Analytics</td>
</tr>
<tr>
<td>Web content management</td>
</tr>
<tr>
<td>Enterprise data management</td>
</tr>
<tr>
<td>Case management</td>
</tr>
<tr>
<td>Activity monitoring</td>
</tr>
<tr>
<td>Business intelligence &amp; reporting</td>
</tr>
<tr>
<td>Performance management</td>
</tr>
<tr>
<td>Disaster recovery</td>
</tr>
<tr>
<td>Workforce management</td>
</tr>
<tr>
<td>IT security</td>
</tr>
<tr>
<td>Notification Management</td>
</tr>
</tbody>
</table>

### Enabling & Enterprise Services

<table>
<thead>
<tr>
<th>Computing components</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open data</td>
</tr>
<tr>
<td>Governmental blockchain</td>
</tr>
<tr>
<td>Virtual assistance</td>
</tr>
<tr>
<td>Personalized dashboards web service (Traders)</td>
</tr>
<tr>
<td>Advanced border controls (IoT)</td>
</tr>
<tr>
<td>Translation App (AI)</td>
</tr>
<tr>
<td>Automated workforce</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Computing accessories</th>
</tr>
</thead>
<tbody>
<tr>
<td>Network</td>
</tr>
<tr>
<td>Storage</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Network</th>
</tr>
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<tbody>
<tr>
<td>Storage</td>
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<thead>
<tr>
<th>Storage</th>
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<tbody>
<tr>
<td>Network</td>
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<table>
<thead>
<tr>
<th>Storage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Network</td>
</tr>
</tbody>
</table>
Customs Goal Architecture (ICT)

Data Layer

BI / Analytics
- Risk Assessment
- Risk Intelligence

Business Applications
- Financial Management
- Control and Enforcement
- Declaration Management
- Duties and Tax collection
- Goods Accounting

Masterdata
- Tariff Management
- Trader Management

API

Other National Systems
EU Systems
Trader Facilitation B2B Data
UI Trader – Traveller – Customs Officer
Mobile
Digital/Physical Communication
Dashboard

Security
Case Management
Document Management
Reporting
CRM
Data, analytics and risk management

Erling Duncan-Tind
ICT – Customs driven by goals and validated insights

Correct tariff collection
Increase security
Increase trade
Compliance

Development?
Operations & Data?
Systems?

Effective actions
Insights
Transparency
Data quality, availability, sharing and security

Source: Data & Analyse, ICT
Ensure coherence between data, artifacts and business value -
A sequence of competences and capabilities

Provide a value stream, across subject areas, from shared terminology to

counselling. Hereby turning information into actionable knowledge

Source: Data & Analyse, ICT
Possible analytics data flow

To ensure actionable knowledge and support our high level goals

Source: Data & Analyse, ICT
Possible technical Hadoop solution

To ensure the needed capabilities

Source: Data & Analyse, ICT
Stages in the centralized risk decision engine
Stage 1-2 is done today, but we aim for stage 3-4 to achieve our vision

Ambition for next generation risk capability

**Stage 1**
Transaction Risk
- Assess risk and intervene on each transaction
- Risk at Clearance and Audit
- Captures only point in time risk
- Risk profiles, risk objects, random routings

**Stage 2**
Trader Risk
- Trader level
- Proactively maintain and store a Customs trader risk score per trader based on their behaviours
- Each new transaction will be risked using a combination of trader risk and transaction risk

**Stage 3**
Predictable Risk
- Creation of predictive models to target high value and high risk fraud
- Analysis is at both transaction and trader level
- Analysis of a trader and his supply chain using social network analysis
- Application of trader level risk to the supply chain
- Automatically propagate trader risk to their immediate supply chain based on strength of the relationships

**Stage 4**
Supply Chain Risk

Degree of automation through increased use of data and analytics
Rich real-time analysis

To guide the organisation

- **Descriptive** (Business Analyst)
  - Increased complexity and agility required

- **Diagnostics** (Data Scientist)
  - Increased risk of errors in calculation or application, potentially leading to image, data or financial losses

- **Predictive**
- **Supporting**
- **Deciding**
  - Increased demand of Enterprise Data Management

Source: SKAT and Data & Analyse, ICT
Clear and consistent modelling principles - facilitates transparency and agility

Our data modelling method: Follow the modelling policies defined by the Danish Agency for Digitisation

Source: Danish Agency for Digitisation/Digitaliseringsstyrelsen – translation by ICT
High level implication of the data modelling method

Follow the recommendations by the Danish Agency of Digitisation

- **Models must contain Business descriptions** (Meta-meta data)
  - Namespace (Namespace)
  - Label (Modelnavn)
  - Publisher (Modelejer)
  - Version info (Versionsnummer)
  - Date modified (Seneste opdateringsdato)
  - Model status (Modelstatus)
  - Approval status (Godkendelses status)
  - Theme (Forretningsområde)
  - Legal source (Juridisk kilde)
  - Source (Kilde)

- **Models are UML (& RDF) based and must be published in XMI-format**

- **Model elements must have HTTP-URI data identifiers**

- **Model integrity must be ensured**
  - Core models relate to each other in non-overlapping details
Enterprise Data Management

Source: Accenture
Appendix
Our primary strategic challenges are IT development, delivery of a new value proposition to customers and competence building

**Situation**
- As of May 2016, the EU introduced **new customs legislation (the Union Customs Code (UCC))** which standardises the handling of tasks across the EU. On the basis of the new legislation, Customs is to review the main part of the work processes and instructions and reissue close to 6,700 appropriations spread over approximately 4,300 companies.
- The EU implements **complete digitisation of the entire customs area** with the focal point on a large number of new common EU IT systems. Up until 2023 ICT is to develop a number of new Danish customs IT systems to be integrated with the new EU IT systems.
- On 1 July 2018, a **new customs agency** will be established with headquarters in Aarhus. From a political standpoint, the aim is to strengthen Danish companies’ competitiveness, create more customer-focused customs authorities and increase control of illegal and dangerous goods.
- Overall, there is a significant process optimisation potential in The Danish Ministry of Taxation (SKAT) and in Customs. With the establishment of a new customs agency, it provides the opportunity to fulfil this potential without having to take into account considerations across SKAT to the same extent.

**Challenges**
- Customs has many outdated IT systems which do not create optimal value for the customers. These systems are to be replaced as part of a modernisation of the customs authorities. Up until 2021 ICT will replace a **complex system universe consisting of 17 older systems** through large complex projects with budgets of more than DKK 50 million per project.
- Customs needs a **large number of new employees with new competences**. Approximately 30 per cent of the workforce are facing early retirement within the next few years. At the same time, the UCC creates new competence requirements (e.g. in data-driven control, customer service and adaptability).
- Effective implementation of the UCC is complex and makes up Denmark’s most extensive EU implementation to date.
- Customs must establish a new operating organisation that is able to continually receive **new and more advanced products and deliver services in a completely new way for Customs**, and from day one, focus needs to be on **operational reliability**.

**Strategic questions**
- How to ensure that the systems development (IT systems and digital solutions) and adaptation of the legislation meet **customer needs**?
- How to create a **new audit paradigm based on preventive digital audits** as opposed to a more reactive manual audit?
- How to **support a culture and behaviour** characterised by efficiency, service orientation, ownership of continual improvements, new partnerships and a new management paradigm?
- What are the drivers of creating a **data-driven and impact-oriented Customs**?
Ambition and strategic objectives for Customs

Our ambition is to provide safety and security, ensure correct customs revenue and support business growth through agile import and export processes

THE AMBITION

The first fundamental strategic question in the formulation of an objective for Customs is: What is our ambition?

The question must provide an answer to “what is the overall ambition and objective for Customs” – the organisation’s raison d’être and a definition of the strategic objectives.

AMBITION FOR THE FUTURE OF CUSTOMS

Customs provides safety and security for the citizens, ensures correct customs revenue when transporting goods across the Danish border and supports business growth in the business community through agile import and export processes.

This is done through optimal use of data and focus on impact and compliance.

REALISATION THROUGH FOUR STRATEGIC OBJECTIVES

Customs must realise the ambition by aiming at four strategic objectives (random order):

- Ensure correct customs revenue
- Provide safety and security for the citizens, health and the environment
- Create optimal tariff conditions for global trade
- Ensure law and regulation compliance

This entails the following:

- Customs makes sure that the Danish customs authorities – as a member of the EU customs union – collect the correct customs revenue. Customs assists companies and citizens so that they pay customs duty for import of goods to the EU – they should not pay too much or too little.
- Customs takes responsibility for making the citizens feel safe within the EU in terms of import and export of goods to the EU customs union and reduces threats from illegal, environmental and hazardous goods.
- Customs rethinks the possibilities of declaration and payment of customs and develops products and services that create optimal customs terms for the business community. This is achieved partly with a view to promoting growth and partly by reducing the administrative costs of customs processes.
- Customs ensures that Denmark complies with the EU’s union customs code and Danish legislation at all times. This means partly that the case handling in a new customs agency is in full compliance with the legislation, but it also means that Customs takes on the responsibility of ensuring that companies and citizens importing and exporting goods through Denmark are aware of the applicable laws and regulations and comply with these to the greatest possible extent.
Where to play? Customers and products
We deliver differentiated products and services to six primary customer segments

The second fundamental strategic question in the formulation of an objective for Customs is: Where to play? This question should first and foremost provide an answer to which target groups to focus on to create the most value, and what products or services we should deliver to the target groups. Below, the six primary key customer segments for Customs are stated. Within each segment, it is possible to make another differentiation to identify the needs and behaviours of companies and citizens to be able to deliver specified value propositions to these subsegments.

### COMpanies

<table>
<thead>
<tr>
<th>DATA PARTNERS (COMPANIES WITH DATA INTEGRATION)</th>
<th>AEO-CERTIFIED COMPANIES</th>
<th>OTHER COMPANIES</th>
<th>CITIZENS – ONLINE PURCHASING</th>
<th>CITIZENS – TRAVELLERS</th>
<th>AUTHORITIES IN DK AND ABROAD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The 100 largest customs clearances account for approximately 80% of customs declarations and more than 90% of the statistical value</td>
<td>In 2017, approx. 110 companies – the goal is to expand to 500+ companies</td>
<td>In 2016, a total of 36,000 companies with some form of approved financial procedure</td>
<td>Online purchasing: DKK 100 billion a year – approx. DKK 13 billion outside the EU</td>
<td>A minimum of 10 million tourists visit Denmark every year. Add to this approx. 3.3 million Danes travelling abroad</td>
<td>Customs collaborates with 15 different authorities in DK – the list is even longer abroad</td>
</tr>
<tr>
<td>The vast majority of the total tariff volume. Customs’ efforts in relation to the segment have a great impact as regards the goal of correct tariff classification</td>
<td>Freight forwarders, transport and logistics companies or manufacturing companies and businesses with AEOC/AEOS appropriations</td>
<td>Company with fewer import/export declarations. Can have appropriations for e.g. outward processing trade or bonded warehousing</td>
<td>Citizens who purchase goods and services on the internet</td>
<td>DK citizens and other nationalities who travel to Denmark</td>
<td>DK authorities and foreign authorities that exercise control over import and export of goods</td>
</tr>
<tr>
<td>There are few large companies with significant tariff volume</td>
<td>Certification and automation ensure to a greater extent correct customs clearance of goods with a limited use of resources in Customs</td>
<td>Customs supports the growth of DK’s business community. Barriers to import/export must be reduced to a minimum for companies</td>
<td>Customs is present and provides safety and security to the citizens through automated security checks in collaboration with the clearer and aided by access to big data</td>
<td>Customs provides safety and security to the citizens through systematic and automated security checks that are supported by access to big data</td>
<td>Authorities where data sharing with Customs is relevant</td>
</tr>
<tr>
<td>They have extensive customs capabilities and large amounts of data</td>
<td>The segment does not grow as desired because the companies do not experience any significant benefits of the AEO system</td>
<td>25 different types of appropriations</td>
<td>The Danish citizens made 162 million purchases in 2016. The majority of purchases was from EU countries. 5 per cent was from non-EU countries</td>
<td>Increase in the number of people travelling to Denmark. Both from countries outside the EU as well as Danes going on holiday. Creates opportunities for illegal import/export</td>
<td>Collaboration with the authorities is necessary to ensure optimal use of data</td>
</tr>
<tr>
<td>Automation of controls and exploitation of big data</td>
<td>AEO certification provides predictability and flow in customs control</td>
<td>Simple and intuitive processes for customs clearance through standardised systems, self-service solutions and support</td>
<td>Customs creates safety and security for citizens by use of a non-invasive effort</td>
<td>Customs is visibly present</td>
<td>Collaboration with 20 authorities in Denmark alone to control/inspect, including the police, Statistics Denmark and the Danish Veterinary and Food Administration</td>
</tr>
<tr>
<td>A need for competent customs support for complex cases 24/7</td>
<td>Automation of controls</td>
<td>Digital reporting and reduced administrative burdens</td>
<td>Controls are supported by technology and are less invasive</td>
<td>Fast and agile processes</td>
<td>Customs shares important information and data digitally</td>
</tr>
<tr>
<td>Predictability of customs procedure</td>
<td>Digital support and reporting increases the access to knowledge and relieves the administrative burdens</td>
<td>Import of goods from non-EU countries is flexible and easy to manage</td>
<td>Collaboration on initiatives that are supported by mutual data sharing</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### DAta partners (Companies with data integration)

- The 100 largest customs clearances account for approximately 80% of customs declarations and more than 90% of the statistical value
- The vast majority of the total tariff volume. Customs’ efforts in relation to the segment have a great impact as regards the goal of correct tariff classification
- There are few large companies with significant tariff volume
- They have extensive customs capabilities and large amounts of data
- Automation of controls and exploitation of big data
- A need for competent customs support for complex cases 24/7
- Predictability of customs procedure

### Aeo-certified companies

- In 2017, approx. 110 companies – the goal is to expand to 500+ companies
- Freight forwarders, transport and logistics companies or manufacturing companies and businesses with AEOC/AEOS appropriations
- Certification and automation ensure to a greater extent correct customs clearance of goods with a limited use of resources in Customs
- The segment does not grow as desired because the companies do not experience any significant benefits of the AEO system
- Automation of controls
- Digital reporting and reduced administrative burdens

### Other companies

- In 2016, a total of 36,000 companies with some form of approved financial procedure
- Company with fewer import/export declarations. Can have appropriations for e.g. outward processing trade or bonded warehousing
- 25 different types of appropriations
- Simple and intuitive processes for customs clearance through standardised systems, self-service solutions and support
- Digital support and reporting increases the access to knowledge and relieves the administrative burdens
- Controls are supported by technology and are less invasive
- Collaboration on initiatives that are supported by mutual data sharing

### Citizens – online purchasing

- Online purchasing: DKK 100 billion a year – approx. DKK 13 billion outside the EU
- Citizens who purchase goods and services on the internet
- Customs creates safety and security for citizens by use of a non-invasive effort
- Import of goods from non-EU countries is flexible and easy to manage

### Citizens – travellers

- The Danish citizens made 162 million purchases in 2016. The majority of purchases was from EU countries. 5 per cent was from non-EU countries
- Customs provides safety and security to the citizens through systematic and automated security checks that are supported by access to big data
- Customs is visibly present
- Fast and agile processes
- Customs shares important information and data digitally

### Authorities in dk and abroad

- A minimum of 10 million tourists visit Denmark every year. Add to this approx. 3.3 million Danes travelling abroad
- Customs collaborates with 15 different authorities in DK – the list is even longer abroad
- DK authorities and foreign authorities that exercise control over import and export of goods
- Authorities where data sharing with Customs is relevant
- Collaboration with the authorities is necessary to ensure optimal use of data
- Collaboration on initiatives that are supported by mutual data sharing

### Relevance of achievement of objectives

- invasion effort
- legislation
- technological solutions
- data sharing
- data integration
- data management

### Trends

- Automation of controls and exploitation of big data
- A need for competent customs support for complex cases 24/7
- Predictability of customs procedure
- AEO certification provides predictability and flow in customs control
- Automation of controls
- Digital reporting and reduced administrative burdens
- Simple and intuitive processes for customs clearance through standardised systems, self-service solutions and support
- Digital support and reporting increases the access to knowledge and relieves the administrative burdens
- Controls are supported by technology and are less invasive
- Import of goods from non-EU countries is flexible and easy to manage
- Fast and agile processes
- Customs shares important information and data digitally
- Collaboration on initiatives that are supported by mutual data sharing

### Customer needs

- Automation of controls and exploitation of big data
- A need for competent customs support for complex cases 24/7
- Predictability of customs procedure
- AEO certification provides predictability and flow in customs control
- Automation of controls
- Digital reporting and reduced administrative burdens
- Simple and intuitive processes for customs clearance through standardised systems, self-service solutions and support
- Digital support and reporting increases the access to knowledge and relieves the administrative burdens
- Controls are supported by technology and are less invasive
- Import of goods from non-EU countries is flexible and easy to manage
- Fast and agile processes
- Customs shares important information and data digitally
- Collaboration on initiatives that are supported by mutual data sharing

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**DRAFT 39**
New products and services support two main movements – closer mutual co-operation on correct customs clearance and increased digital and preventive controls

The six customer segments will receive different products and services matching their need for access to data, access to easy self-service solutions relating to customs processes as well as 24/7 access to information and support. A new control paradigm creates new incentives in the market and ensures more correct customs revenue.

### TWO MAIN MOVEMENTS

1. **New forms of co-operation with companies – stronger incentives to have a closer co-operation with Customs**
   - Existing AEO certified customer have the opportunity to become data partners. This gives certain advantages such as improved system integration, real-time overview of customs operations and fewer physical controls.
   - A higher number of companies need to see the advantages of becoming AEO certified. Particularly companies with large volumes and appropriations. The advantages consist of support for optimisation of customs processes as well as systems that support a reduction of errors.

2. **New control paradigm – increased digital and preventive control linked to increased control**
   - Data partners and AEO certified companies will experience increased incentives and assistance in correct customs clearance through digital preventive controls, assistance in establishing self-regulation and targeted physical controls with greater predictability that are less invasive.
   - Other companies will experience increased control. For large companies, this results in an increased incentive for AEO certification.
   - Online shoppers will experience that a higher number of packages go through customs, however, they are not always aware of it because it happens automatically through more data from freight forwarders. For security reasons, it will be necessary to have increased control in this area.

### SERVICE APPROACH

<table>
<thead>
<tr>
<th>Service</th>
<th>Description</th>
</tr>
</thead>
</table>
| Data integration and exchange | • Access to data – real-time
• Data security in connection with data sharing
• Support for development of self-regulation processes/systems
Real-time overview of customs operations. Creation of effective customs processes |
| Digital solutions and self-service solutions | • Digital services relating to core services – incl. case handling
• Physical self-service machines at selected locations
Extended solutions and modules – scalable for companies, solution adapted according to need
Standard solution – optimised in relation to usability |
| People-dependent handling of cases | • Case handling of special procedures
• Particularly demanding issue of appropriations
Personal, regular contact person for the company
Extended call centre – frequent contact, training |
| Support | • Digital support
• Call centre
• Nudging and continuous improvements based on learning
Web services, call centre |
| Digital/data-driven preventive control | • Target automated (data-based) controls
• Focused physical controls (technology)
Continuously – automatically based on third-party data and system integration
Based on increased access to data |
| Manual follow-up control | • Focused physical controls (technology-based)
Test of self-regulation mechanisms and monitoring |

### CUSTOMERS

<table>
<thead>
<tr>
<th>Customer Segment</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data partners</td>
<td>Access to data to be used for statistics and other authorities processing</td>
</tr>
<tr>
<td>AEO certified companies</td>
<td>Creation of effective customs processes</td>
</tr>
<tr>
<td>Other companies</td>
<td>Handled through courier companies’ solutions</td>
</tr>
<tr>
<td>Citizens: Online purchasing</td>
<td>Digital Red channel</td>
</tr>
<tr>
<td>Citizens: Travellers</td>
<td>Online support (mainly a trading platform/freight forwarding task)</td>
</tr>
<tr>
<td>Authorities in Denmark and abroad</td>
<td>Access to data that allows joint control – e.g. the police</td>
</tr>
</tbody>
</table>

**Note:**
- **Primary**
- **Secondary**
- **Long-term**
- **Partnerships**
### How to win? Value proposition for different customers

**We deliver differentiated value propositions for our main customer segments**

The third fundamental strategic question in the formulation of a strategic objective for Customs is: How to win? The question must answer: How do we ensure effective value creation, what business model do we need, and what value propositions do we need to deliver to create the most value for the defined customer segments?

<table>
<thead>
<tr>
<th><strong>DATA PARTNERS</strong></th>
<th><strong>VALUE PROPOSITION FOR COMPANIES</strong></th>
<th><strong>AEO</strong></th>
<th><strong>OTHER COMPANIES</strong></th>
<th><strong>CITIZENS – ONLINE PURCHASING</strong></th>
<th><strong>CITIZENS – TRAVELLERS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Possibility of self-regulation encourages compliance</td>
<td>• Possibility of self-regulation encourages compliance</td>
<td>• Standardised solutions with focus on usability and convenience</td>
<td>• No direct encouragement for compliance aimed at citizens</td>
<td>• Encouragement to comply in connection with exit/entry – visible opportunity for proactively approaching Customs</td>
<td></td>
</tr>
<tr>
<td>• Automatic controls result in greater certainty of correct customs clearance</td>
<td>• Possible loss of certification encourages compliance with rules</td>
<td>• Digital services with validation functionality that reduces the risk of errors</td>
<td>• Need for increased control</td>
<td>• Need for increased control</td>
<td></td>
</tr>
<tr>
<td>• Access to customs data supports companies’ BI</td>
<td>• AEO certification ensures better flow of goods and predictability in customs control</td>
<td>• User-friendly website and apps for customs clearance of goods</td>
<td>• Automatic customs clearance of goods through freight forwarder and trading platform. No touch for online shoppers</td>
<td>• User-friendly online and app services for customs clearance of goods prior to arrival</td>
<td></td>
</tr>
<tr>
<td>• Self-regulation gives autonomy in companies’ internal processes and smooth customs clearance</td>
<td>• Self-regulation gives autonomy in companies’ internal processes and greater certainty of correct customs clearance</td>
<td>• Digital support, self-service solutions and access to (robot) call centre in the normal opening hours</td>
<td>• Alternatively a portal for self-service for customs clearance of goods To be examined</td>
<td>• Possibility of direct enquiry, support and payment upon arrival</td>
<td></td>
</tr>
<tr>
<td>• Expert advice during extended opening hours</td>
<td>• Expert advice during extended opening hours</td>
<td>• 100% automatic control reduces physical follow-up controls</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>External partners</strong></td>
<td>• • 100% automatic control reduces physical follow-up controls</td>
<td>• Correct customs clearance of goods of significant tariff volume</td>
<td>• Encourage companies with AEO certification</td>
<td>• Encouragement to comply in connection with exit/entry – visible opportunity for proactively approaching Customs</td>
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<tr>
<td>• Correct customs clearance of goods of significant tariff volume</td>
<td>• Correct implementation of UCC</td>
<td>• Create easy and inexpensive self-service solutions for companies and release resources in customs</td>
<td>• Need for increased control</td>
<td>• Need for increased control</td>
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<tr>
<td><strong>Effect for Customs</strong></td>
<td><strong>VALUE PROPOSITION FOR CITIZENS</strong></td>
<td></td>
<td>• Reduced error rate and more correct tariff classification and VAT payment of imported goods from online purchasing</td>
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<tr>
<td>• 100% automatic control reduces physical follow-up controls</td>
<td>• • Correct customs clearance of goods of significant tariff volume</td>
<td>• • Correct tariff classification and payment of VAT on imported goods upon entry</td>
<td>• • Better hit rate through use of technological solutions</td>
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<tr>
<td>• Correct customs clearance of goods of significant tariff volume</td>
<td>• • Correct implementation of UCC</td>
<td></td>
<td>• • Growth opportunities for the business community and services within big data based on customs data</td>
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<tr>
<td>• • Correct collection of customs duty</td>
<td>• • Customs authorities with lawful implementation of UCC</td>
<td>• • Support of growth among small companies through smooth customs clearance</td>
<td>• • Reduction in import of illegal and dangerous goods</td>
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<td>• • Greater confidence in Customs and increased perceived risk of discovery among companies</td>
<td>• • Better control of movement of goods of safety-related importance</td>
<td>• • Possibility of prevention of and fight against organised crime</td>
<td>• • Correct tariff classification and payment of VAT on imported goods</td>
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<tr>
<td><strong>Social asset</strong></td>
<td></td>
<td>• • Correct tariff classification and payment of VAT on imported goods</td>
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</tbody>
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