



Strategize, Transform, Perform: the Story of the New Post

Dr. Kristian J. Sund

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Your Speaker Today



Dr. Kristian J. Sund

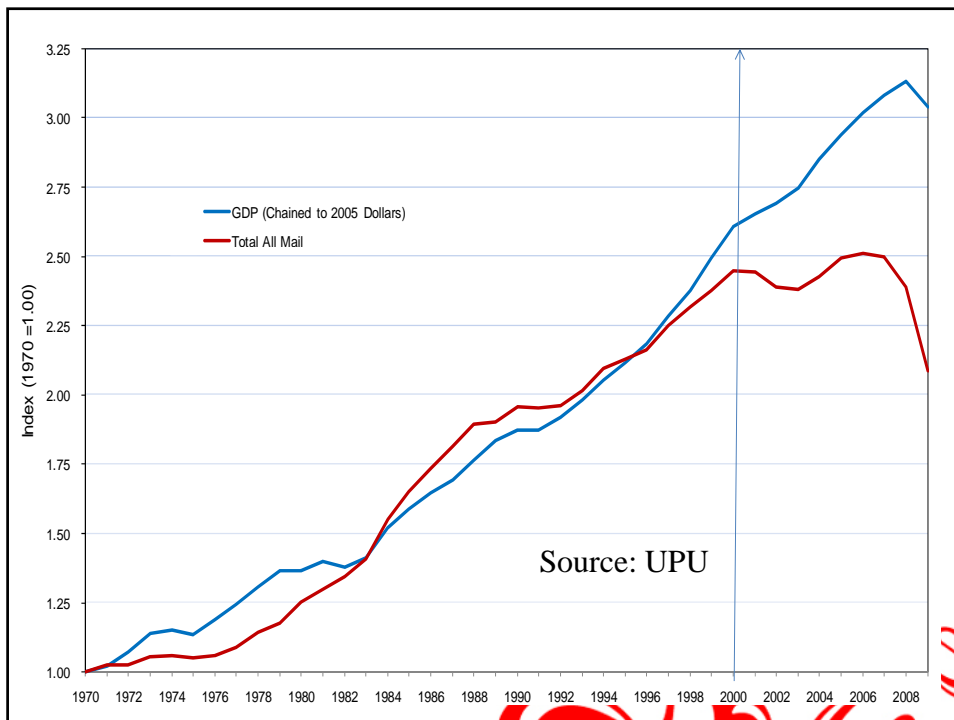


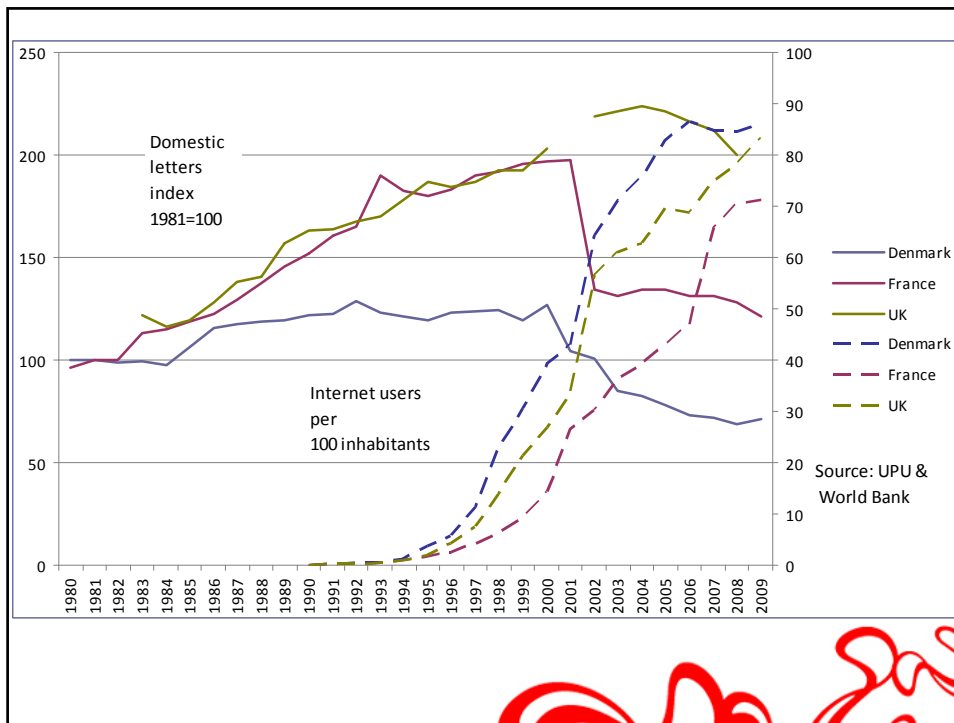
- Senior Lecturer (Associate Professor) in Strategic Management, Middlesex University

Background



- Mature/Declining industry
- Digital substitution
- Recession
- Liberalization





Strategize!



- Book 1: Perspectives on Strategy in the Postal Industry
- Key conclusions:
 - You **HAVE** to have a strategy (business as usual not an option)
 - Core business:
 - Letters: optimize, downsize, consolidate
 - Parcels: innovate, differentiate (if possible), grow
 - Diversification:
 - Related: hybrid mail, media (advertisement, bulk etc.)
 - Un-related (or less related): logistics, banking, mobile telecoms etc.
 - Internationalization (Will this take off? When?)
 - Integrators, but what about the rest?



Transform!



- Book 2: Perspectives on Transformation
- Key conclusions:
 - The focus is changing (from process to customer - orientation)
 - The core business is changing:
 - Itella: "leading company in intelligent logistics"
 - Poste Italiane:
 - Postal operator with a banking and insurance business OR
 - Financial services (75%) business with a postal operation (23%)?
 - USO and regulatory frameworks are unfit for purpose and must change
 - 21st Century industry with 20th Century regulation



Perform! (Big Diversity)

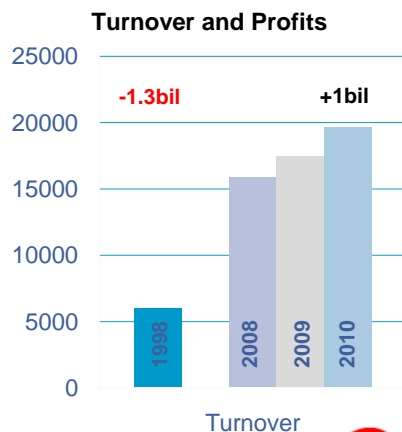
Posteitaliane



1998

- "When I got there we had two months' worth of cash for salaries, negative net equity and no technology. No one believed in the future."

- CEO Corrado Passera (1998 - 2002)



Perform! (Big Diversity)



September 2011

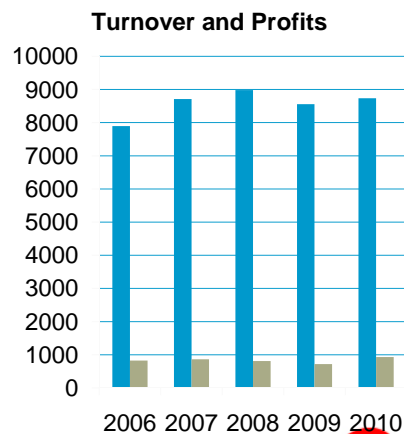
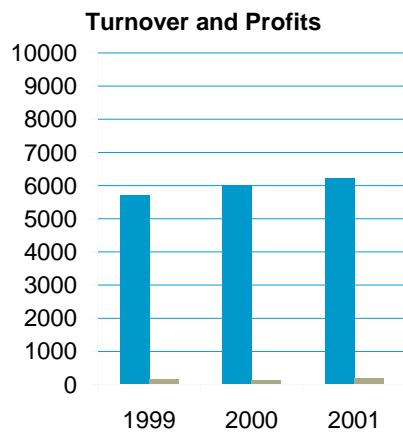


- Without enactment of legislation by the end of this month, the US Postal Service faces default.

- Postmaster General Patrick Donahoe



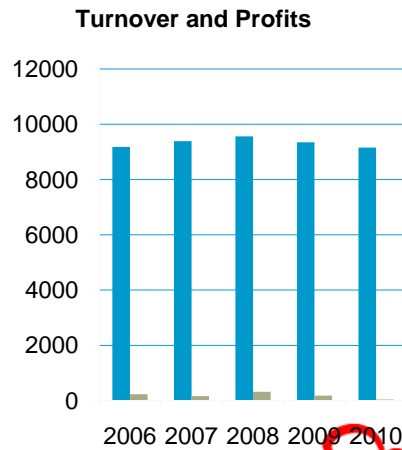
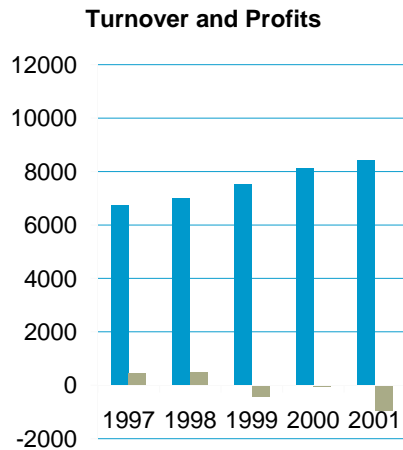
Perform! (Big Diversity)



Perform! (Big Diversity)



Royal Mail Group



Conclusions



- There has never been a more frightening but also more exciting time for posts
- The environment has changed – the business is changing
- Some posts have already transformed, some are in the process and some have yet to take the biggest steps



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Thank You

