

The Natural Partner for the Postal Industry

International **Post**
Corporation





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Chairman's Message

As the Chairman of the Board and a member of IPC, I remain committed to the outstanding programmes and services IPC provides to our 24 members and non-member participants.

Since 1989, the International Post Corporation has set the standards for upgrading quality and service performance and developed technology that has helped members improve service for international letters, parcels and express.

Over the past twenty years, communications have evolved tremendously and with the advent of fax machines, internet and mobile phones the entire world is linked by a touch of a keyboard.

The mailing industry has evolved as well and continues to seek technological advances that allow operators to deliver mail faster and at a competitive price.

As the natural partner for the postal industry, this is where IPC adds tremendous value. Respected as the industry leader in developing tracking technology, monitoring measurement systems, negotiating inter-company pricing and managing operations upgrading, IPC enables posts to achieve the highest standards of quality.

In addition, IPC provides platforms for member CEOs and senior executives from the world's leading posts, to come together to discuss and debate the strategic future of the mailing industry, examine best practices and benefit from shared research.

IPC has led the way for nearly two decades; guiding its members and the mailing industry into the future and developing quality improvements that will keep mail a viable and competitive source of communications in the future.



Jean-Paul Bailly
IPC Board Chairman
Chairman and CEO, Groupe La Poste

Members recognise IPC as the natural partner and industry organisation for improving service quality, promoting cooperation and interoperability and for providing informed analysis on the postal and adjacent markets.

150 posts with call centres use
IPC Customer Service Systems daily

43 posts participate in IPC's quality of
service measure for priority letters

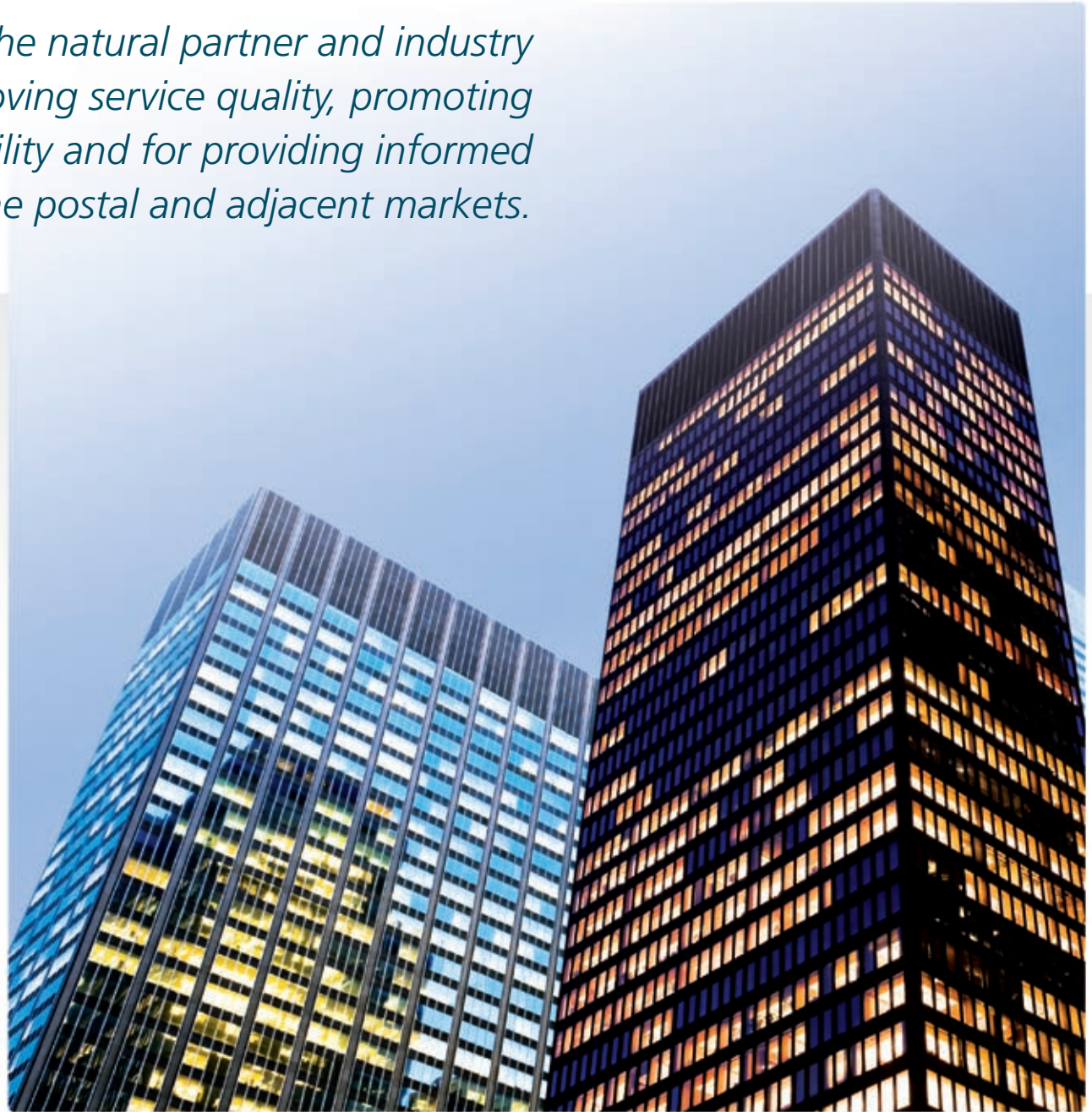
39 million trays and bags each year
are tracked electronically by IPC systems

60,000 EDI messages a day are
processed by IPC technical services

52 countries are equipped
with IPC RFID technology

80 million barcoded postal items from
over 120 countries are tracked by IPC systems every month

15 national postal markets are
measured by the IPC Market Audit



International Post Corporation

The Natural Partner for the Postal Industry

International **Post**
Corporation

The International Post Corporation is an association of 24 postal operators in Europe, North America and the Asia-Pacific region. IPC provides its members with systems and programmes that ensure that international mail is delivered efficiently and competitively.

IPC represents the majority of the world's mail, with its members delivering eighty percent of global mail volumes – more than 330 billion letters each year. Together, providing nearly 2.4 million jobs.

Based in Brussels, with an international staff from 16 countries, IPC is an organisation governed by a Board composed of CEOs from eleven member posts plus the Chief Executive of IPC.

IPC's mission is for our members to recognise us as the natural partner and industry organisation for improving service quality, promoting cooperation and interoperability, and for providing informed analysis on the postal and adjacent markets. This brochure highlights the projects and services developed by IPC and its members, and describes their contributions to the future of the mail industry.

The heart of IPC's commitment is to improve the quality of the international mail service by managing operational development projects, measuring performance against targets, and by developing technology systems that bring transparency to the processing and delivery chain. More and more, customers demand increasing levels of performance in their service for international mail and **IPC delivers the technology and operating systems that help posts meet that demand.**

IPC contributes to quality upgrading, focusing on cross-border quality and expanding quality management in some domestic areas. IPC quality improvement applies to all products: letters, parcels and express. **IPC uses its standard project management model of "measure, diagnose, plan, do, review,"** applied to a variety of products to improve services to the end consumer.

The continued increase in competition within the postal industry requires greater cooperation between postal operators. **IPC provides platforms and creates intelligence for its members** by establishing forums that foster cooperation and focus on the latest developments and challenges facing the postal industry.

In an effort to strengthen industry sharing, IPC has launched a series of Senior Executive Forums and Best Practice Seminars. Here, senior executives can meet with their peers to discuss key industry issues, exchange views and best practices, and share statistical data and research findings.

In an increasingly open and competitive market, a central feature of **IPC's philosophy is a collaborative approach which enables posts to share information to their mutual advantage.** This brochure outlines some of the ways in which IPC provides services to its members, and the impressive results we have achieved together.



Over **500,000** *priority mail test letters* are sent each year between 43 countries

"We feel in this particular area, the level of expertise deployed by IPC is highly valuable. I would even add that it is difficult to think of a higher value contribution."

Riccard Sciolti

Head of Transport on Upgrading International Letters, Poste Italiane

Upgrading Service 24 Hours a Day... 365 Days a Year

Over 337 billion letters are processed each year by IPC member posts. Getting those letters to where they are going on time takes a commitment to excellence... 24 hours a day, 365 days a year. Continuous upgrading of international letter service performance is managed through the IPC Upgrading Project, which coordinates the creation and execution of the plans of IPC members to reach tough service targets.

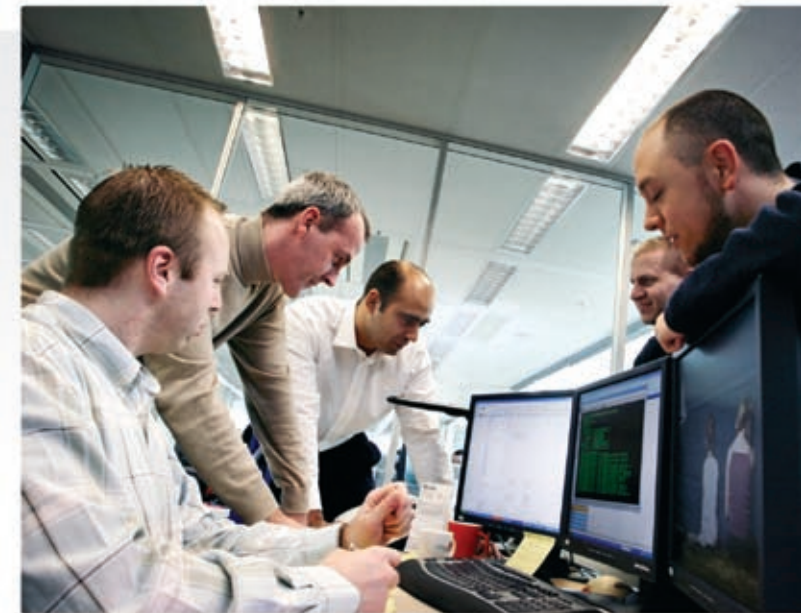
The international mail pipeline stretches from the point of posting in one country, to the point of receipt in another country. Cooperation between posts is crucial to ensure that the promised end-to-end service time for the customer is met.

The *IPC Upgrading Project* brings together senior operational managers from IPC member posts to set targets, create plans and monitor progress. By evaluating the national network capabilities and the transport links between them, posts set rigid processing and delivery targets. Each year targets are reviewed with the goal of "raising the bar" even higher.

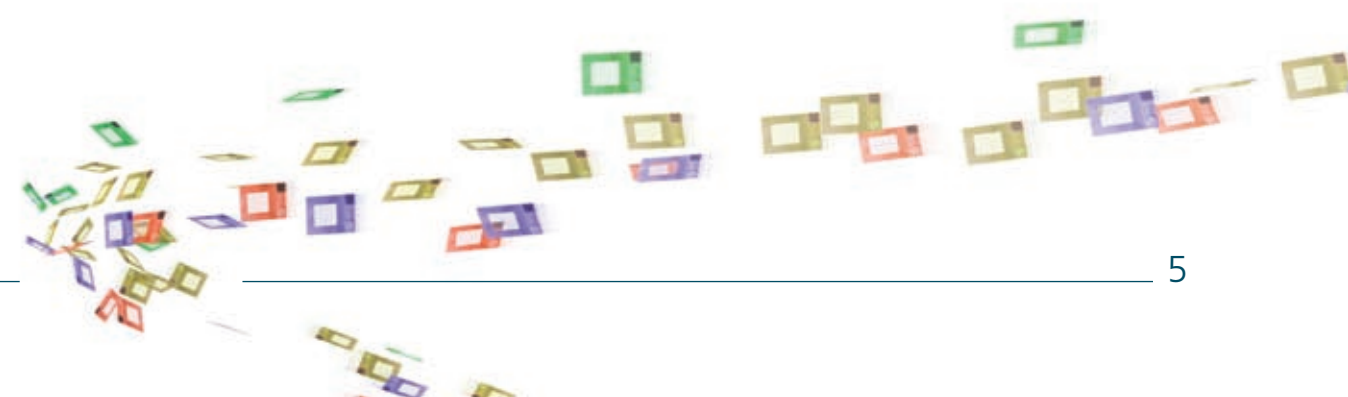
The service improvements achieved have been impressive. In Europe, 94 percent of priority international letters are delivered within three days of the posting day. This is nine percent above the European legal objective of 85 percent and represents a huge improvement from the 69 percent achieved when the programme started over a decade ago.

IPC has developed a range of tools to enable members to continue to drive performance forward. These include regular progress reports against targets, operational surveys of postal facilities, automated operational analysis systems and documented process improvement procedures.

Initiatives developed within the *IPC Upgrading Project* include the use of the *IPC Tray Pool*, the operation of a light vehicle network in Europe, and the integration of air carrier and postal systems to bring managed control to the mail carried by air. All of these projects have contributed to the success of the IPC Upgrading Project and the faster and more efficient delivery of letter mail.



Members of the IPC Team analyse data from the CAPE system.



“The expertise of IPC is top notch. During recent visits to Los Angeles and New York, the IPC staff provided expert guidance on the positioning of RFID readers based on actual mail flows.”

Albert R. Tejano

Operations Performance Analyst, United States Postal Service

RFID Technology

Using Radio Waves to Measure Performance

Radio Frequency Identification (RFID) tags are small devices that can be attached to people, pets, or postal products for the purpose of tracking movement, using radio waves. In the past few years, the use of RFID tags has significantly increased around the world. IPC has been using RFID technology since 1997 to monitor mail as it passes through the international distribution system.

The IPC RFID Postal Tag is carried in test letters moving with the mail and on vehicles carrying mail. The tag is a small radio transmitter which is activated as it passes a measurement point at a postal facility. The tag transmits its unique identity to a reader that adds the timestamp, marking its arrival at a specific point in the mail pipeline.

Collected data is forwarded to the IPC’s central management system in Brussels providing the posts with in-depth information regarding letter service performance.

Each year, over 500,000 test letters are sent with an IPC RFID postal tag. Registrations are captured at over 800 locations, including domestic installations in more than fifty countries. IPC owns the intellectual property rights to the RFID technology and licenses the equipment manufacturing.

Each postal tag has a small battery to ensure a fast response and a strong signal. The signal is captured inside a tray or a bag that is inside a roll-cage, or even an airmail container travelling at a high operational speed. A larger simple version is attached to vehicles. The arrival and departure of these vehicles is measured to the minute from the RFID tag readings.

In a system running for over ten years, there is a great variety of installed hardware and software demanding complex compatibility solutions. New technical challenges have emerged over the past decade as posts adopted the technology for wider use. This has led to enhanced RFID equipment with improved functionality and lower purchase and running costs.



REIMS

Inter-Company Pricing for Performance Excellence



Bernhard Buckovc, Director, Terminal Dues and Regulatory Services (L) and Johnny Thijs, CEO of De Post/La Poste, Belgium (R) at the signing of the REIMS III Agreement.

Believing strongly that payments for the delivery of letter mail should be based on performance, a working group led by IPC started a dialogue for developing a new terminal dues system. The goal was to ensure that payments for delivery of cross-border mail were not only cost-related, but also linked to actual performance.

Known as the REIMS Agreement – Remuneration of International Mails – the system was implemented in April 1999. IPC has been central to the arrangement, as the administrator of the agreement, as the facilitator of negotiations and as the chair of steering committees and working groups.

REIMS has two core principles. Firstly, payment of the terminal dues will only be made in full if a guaranteed level of service quality is met. The agreement has qualified for two exemptions by the European Union under its

competition rules. Secondly, payments to delivering posts, known as “terminal dues”, must be linked to actual costs and the receiving country’s domestic postal rates are accepted as a proxy for costs.

Quality of service is judged using IPC’s UNEX test letter monitoring system. The normal target is for 93 percent of letters to be delivered the first working day after arrival in the destination country. If the delivering country posts fail to reach their target they are penalised. The effect of these tough economic penalties has been to improve dramatically postal deliveries among REIMS member posts. Overall, an entire day has been cut from the end-to-end transit time of priority mail.

The programme continues to evolve and improve. The most recent version, REIMS III, includes a special lower level of terminal dues for certain categories of business mail.

“The core value of IPC remains in the two most important projects, namely Quality of Service and Terminal Dues. Both projects perform well and bring added value to our company.”

Johnny Thijs
CEO, De Post/La Poste



Over 200 call centres
in more than 150 countries
are linked to the IPC
Customer Service System



Herbert-Michael Zapf, CEO, IPC (L) and Andreas Taprantzis, CEO, Hellenic Post (R), display the IPC Certificate of Excellence awarded to the Athens Office of Exchange.

IPC Certificate of Excellence Raising the Bar on Service Standards

Prominently displayed along the wall of IPC's Brussels headquarters are the *IPC Certificates of Excellence in the Management and Processing of International Letter Mail*, awarded to over a dozen international mail processing centres which have achieved the highest service standards ever demanded of a postal service. The Offices of Exchange (OEs) include centres in both Europe and the United States.

Part of the broader "upgrading" project, IPC started to award its Certificates of Excellence in 1999. Before a certification process can begin, the OE under consideration is visited by IPC and experts from other posts. The team conducts an operational survey to judge efficiency and suggest improvements.

After the operational survey, the OE requesting accreditation is then given a rigorous pre-certification assessment. For instance, 98 percent of mail passing through the office

must be within its scheduled time. Within Europe, one pre-certification requirement is for posts to have an end-to-end performance level for their outbound mail at least at the European Union standard of 85 percent delivery rate within three days of posting.

To achieve full certification, the centres must prove that they have put in place the systems and controls to ensure that their high quality standard is maintained. This includes important interfacing with other posts and airline carriers. The targets are tough ones and they must be consistently reached for at least six months before the assessment.

Certificates remain valid for three years, after which time the office must reapply for a new certification.

The *IPC Certificate of Excellence* has substantially raised the bar on service standards. The goal of the IPC Board is that all 36 International Offices of Exchange operated by its members achieve this prestigious distinction and process mail at the same high standard.

"The entire team at Hellenic Post worked diligently with the team from IPC to ensure that the Athens Office of Exchange met the high standards required to merit the IPC Certificate of Excellence. We are committed to keeping to the high levels of performance that this honour represents."

Andreas Taprantzis
CEO, Hellenic Post

MEDICI

Making Advances in Customs Clearance

In recent years, “clearing customs” has become increasingly difficult. Using electronic processing to speed up the process for mail ensures maximum efficiency between customs authorities and posts, and minimum delay to the delivery of postal items.

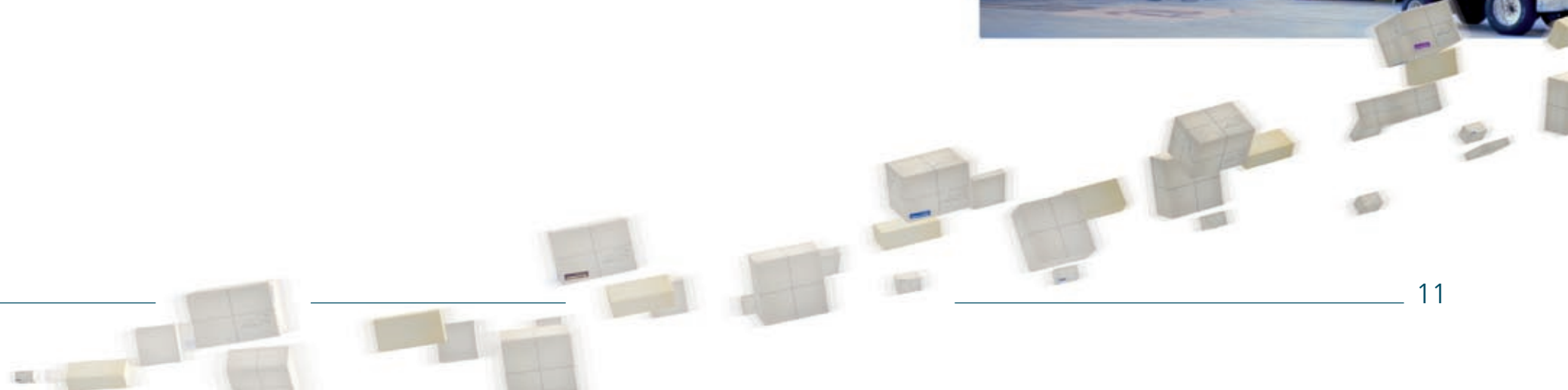
The IPC-initiated MEDICI project – **M**ails **E**lectronic **D**ata **I**nterchange and **C**ustoms **I**ntegration – aims to ensure that posts have the systems in place to meet these stricter standards.

Most packages sent internationally require the sender to complete a paper form, which accompanies the package on its journey. The customs form includes details of the sender and receiver, a description of the package contents and its value. Delays at borders while packages are examined can add several days to delivery.

MEDICI’s target is to have data supplied by the sender electronically. The main advantages for both posts and customs are: completed forms accessible on-line and the ability to track progress and provide advance notice of package contents before they reach the border, all resulting in faster delivery.

The programme was launched in 2006, with posts from four countries – Canada, Germany, the United Kingdom and the United States. Over the first nine months of live operation, the partners exchanged electronic information on more than 600,000 items.

MEDICI intends to broaden its coverage by involving the large mailing businesses and small individual mailers not currently in the system. Ideally the system will dispense with paper custom clearance altogether.





Senior Executives from over fifteen member posts gathered to discuss how postal operators can profit from changes in the global advertising market. This Senior Executive forum focused on Direct Mail challenges & opportunities.

Executive Forums and Seminars

Intelligence Platforms for IPC Members

In an evolving postal environment with challenges of changing ownership, increased competition, and growing regulation, IPC is uniquely qualified to create intelligence by providing platforms for members to develop and execute strategic decisions.

Senior Executive Forums (SEFs) are exclusive events in which top postal executives have an international forum to meet, share viewpoints, and exchange opinions. The forums address strategic challenges for members and champion the external customer perspective. The objective is to provide senior executives with the opportunity to gain strategic insights from a peer group of experts. Participants include thought leaders from posts, research organisations, academia, and adjacent industries.

Roughly six SEFs are held each year, on subjects ranging from direct mail to environmental sustainability to postal

regulation. At a recent forum on Direct Mail, a sector which now represents fifty percent of total mail volumes, member posts discussed their experiences of expanding and developing their direct mail service.

The outcome was a commitment from IPC to launch a multi-national research project to monitor the effectiveness of direct mail in different countries and its contribution to the national economy.

IPC also runs **Best Practice Seminars** for managers specialising in mail operations. Recent topics have included staff absentee management and the issue of the changing profile of the labour force.

The overall purpose of both forums and seminars is to share best practices, discuss relevant issues and work together to develop future strategies.

“The Direct Mail Forum confirmed that the direction we are adopting in Australia appears correct. It also raised opportunities that we might pursue. Discussions were very helpful to explore opportunities in more detail.”

Mark Roberts
Manager, Mail Marketing,
Australia Post



Alex Batchelor, Marketing Director for Royal Mail, explains how Royal Mail helps their customers to build their brands using direct mail.

“When I attended my first IPC meeting in Miami, it was an eye-opening experience. IPC had a vision for the Future of Mail by Air. Since then I have found IPC to be efficient, has no nonsense and gets things done.”

Jack Boisen

Vice President, Cargo
Continental Airlines

Future of Mail by Air Initiative

Bringing the Posts and Air Carriers Together



A mail carrier uses the new Future of Mail by Air registration device being tested in Brussels.

Over 65 percent of international mail is carried by air, a business worth about USD 1 billion annually to air carriers. The airline business has been changing in ways which make the transport of mail more challenging. Budget airlines have transformed the passenger business, forcing established carriers to trim their costs. One result has been reduced capacity for carrying mail. Regular cargo products are usually booked in advance, but fluctuations in mail volumes can make booking in advance difficult.

Faced with this and other issues, IPC launched its *Future of Mail by Air* initiative as part of the broader “upgrading” project. The aim was to improve the visibility of mail in transport and ensure sustainability of the network for mail carried by air. IPC and programme participants needed ways of making air mail services more efficient and cost-effective. Several airlines and posts have been involved in developing innovative solutions.

The first task was to develop a forecasting tool to tackle the capacity issue. A test project across a number of air carriers showed that by analysing historic traffic data and predicted customer mail volumes, more accurate forecasts of mail volumes could be made available from the posts to the airlines. Result: More efficient use of airline capacity.

Secondly, mail travelling by air needed to be monitored and managed during transport. The idea was to create a postal airway bill number, a reference number that enables airline cargo systems to track mail and communicate with customs for mail clearance. Tests with KLM and Air France have been successful; the next phase is to automate the process. Result: Mail can now be tracked like cargo.

Finally, a more transparent handover procedure was needed between posts and air carriers. Using a registration device developed by IPC, airlines can now register the mail creating an electronic date-time stamp of the handover. The system is being tested at Amsterdam, Brussels and Copenhagen airports. Result: Electronic proof of acceptance and delivery provide reliable data for electronic accounting.

These three pilot tests and many other aspects of the initiative are being developed with the overall aim of raising transport performance while keeping costs low. More posts and airlines are considering joining the programme. The ultimate target is for mail transport by air to become a completely paperless process by the end of the decade.

“Post Danmark is very enthusiastic about the Future of Mail by Air programme being led by IPC. This solution will ensure that mail service by air becomes more efficient and even more cost-effective.”

K.B. Pedersen

Deputy CEO, Post Danmark

IPC Tray Pool

Tough, Economical and 100% Recyclable

In the past, priority mail was transported internationally in a myriad of different containers. Sacks, plastic tubs, cardboard trays... they came in widely differing shapes and sizes. As the mail travelled the globe, each post's containers had to be stored and then returned to their original post.

A major leap forward was the introduction in 2001 of the IPC Universal Mail Tray, a standard design now used by 21 IPC member posts. Over 450,000 of these sturdy and practical trays are currently in transit across 900 international routes.

It took three years of intensive R&D to arrive at the perfect tray. After extensive consultation with post specialists, a range of tests were carried out on a pilot design at the University of Michigan. Trays were crushed, dropped and vibrated to ensure that both the tray and its contents would survive intact.

The result was a compact polyethylene box with a securable lid. The design accepts most sizes of letters without waste of space. Stacking is easy, with 240 empty trays fitting on a standard pallet. The tray is tough, waterproof and 100 percent recyclable.

Apart from its physical qualities, the advantage of the tray for posts is that, although they pay to be in the *IPC Tray Pool*, they don't have to buy and maintain their own containers and they don't have to manage their own repatriation system.

Six years of running the tray pool has produced important lessons. Understanding movement patterns has enabled more mail to be transported in the same quantity of trays. With a stable number of 450,000, the number of trays sent by members has increased from 3.5 million in 2002 to over 6.6 million in 2007.

In addition, the trays have proved even more durable and reliable than expected. The trays are nearly indestructible and losses have been running at less than 1.5 percent, compared with up to ten percent for other mail containers. *The IPC Tray Pool* enables international letter mail to arrive at its destination in the same fine shape it was when it left the originating office.



"Thanks to the support of the tray pool manager, Swiss Post can open new routes for the trays utilising the new international mail centre at Zürich-Mülligen."

Jacques Ballif
Operations Manager, Swiss Post



E-Parcel Group

Operators Committed to On-time Delivery

The E-Parcel Group (EPG) is made up of 22 postal parcel operators committed to deliver their priority parcel products through an integrated delivery network. The network utilises a track-and-trace system and an automated customer service system linking each operator's call centres to ensure stable and reliable quality of service to their customers.

IPC provides project management for the EPG, monitoring their adherence to formally agreed standards, and supporting EPG's development and implementation of service improvement action plans. Since its creation eleven years ago, the success of EPG has encouraged more operators to join this programme. In addition, the traffic volume has increased consistently: an 18 percent increase in 2006 vs. 2005 and a 16 percent increase in 2007 compared to 2006.

With the support of members, IPC works to expand the EPG geographically and assists in assessing the operational and technical capabilities of potential new members. Regular meetings are held to discuss performance levels and propose tools to improve service to members and customers.

The transport network used by EPG is monitored continuously to ensure that it is operating efficiently and in line with the members' operations transportation schedules. IPC reports any irregularities and provides platforms for discussion that address network improvements at a local level.

The E-Parcel Group continues to expand in membership, mail volumes and happy customers. Monitoring, pay for performance incentives, integrated call centres and close collaboration have enabled the EPG to continue to reach new heights in delivery excellence.



Scanning parcels into the track and trace system.



Research and Regulation

“Keeping Up” in a Highly Competitive Market



Analysts at IPC review the latest data on direct mail markets.

“The IPC Market Audit project provides us with an excellent overview of the market size and operator share for international letter mail. It is vital information in this highly competitive market.”

Frank Appel
CEO and Chairman of the Board,
Deutsche Post

MARKET RESEARCH AND ANALYSIS

Over the years, IPC has been known to its members for its expertise in measurement, quality upgrading and conducting research. IPC’s market research and intelligence are tailored to meet the needs of its members. Both quantitative and qualitative research is conducted to measure emerging markets and specific business sectors of importance to the postal industry. Studies can be commissioned by a single member, or through a syndicated group of several members to maximise value for money.

The IPC Market Audit programme for determining market size and share is based on established data-sharing principles common in other highly competitive industries. The Letters Market Audit was developed in 2004 and has been running for four years with fifteen IPC members and the postal operator Spring.

Recently IPC completed stakeholder research leading to the development of an environmental measurement system, strategy, reporting tool with score cards, and a procedure for verification for use inside the postal industry and in partnership with customers.

IPC also conducts research on direct mail. This includes quantifying the market, exploring sender and receiver attitudes towards direct mail, and assessing the economic and employment impacts on comparative national economies.

In addition to specific market research studies, IPC analysts also provide members with profiles and databases containing key postal industry indicators from annual reports, combined with economic and demographic data. The latest news in the postal industry is also communicated to IPC members through the bi-weekly IPC Market Flash publication.

REGULATORY SERVICES

In certain markets regulators have a significant impact on competition and the market behaviour of postal providers. For the members of IPC it has become increasingly important to respond to regulatory proposals and to follow developments. IPC offers members an insight into regulatory developments through various media and publications. Intelligence services offered by IPC provide a full overview on legal and regulatory implications in IPC member countries.

Together with its members, IPC initiates and conducts research on regulatory, legal and political issues, including benchmarking studies and analysis of relevant regulatory questions. Facts and analysis of regulatory models are covered in the IPC Regulatory Flash, IPC Regulatory Database, the IPC Regulatory Review and other studies produced for members. This range of services makes IPC its members’ central regulatory platform for discussion, news, exchange of information and postal research.

"An Post is extremely happy with the level of support received from IPC last year. The advice we receive from senior IPC executives is very useful to An Post. We also appreciate the time, effort and commitment put into the various projects, particularly REIMS and UNEX."

Donal Connell
Chief Executive, An Post

UNEX Measuring International Letter Service

Every day thousands of "test letters" pass through the world's postal networks. These letters alert postal managers to exactly where bottlenecks may occur.

The UNEX system for measuring letter service performance was introduced by IPC in 1994. Its aim is to provide the measurements, through which the international mail pipeline could be managed in accordance with customer delivery commitments.

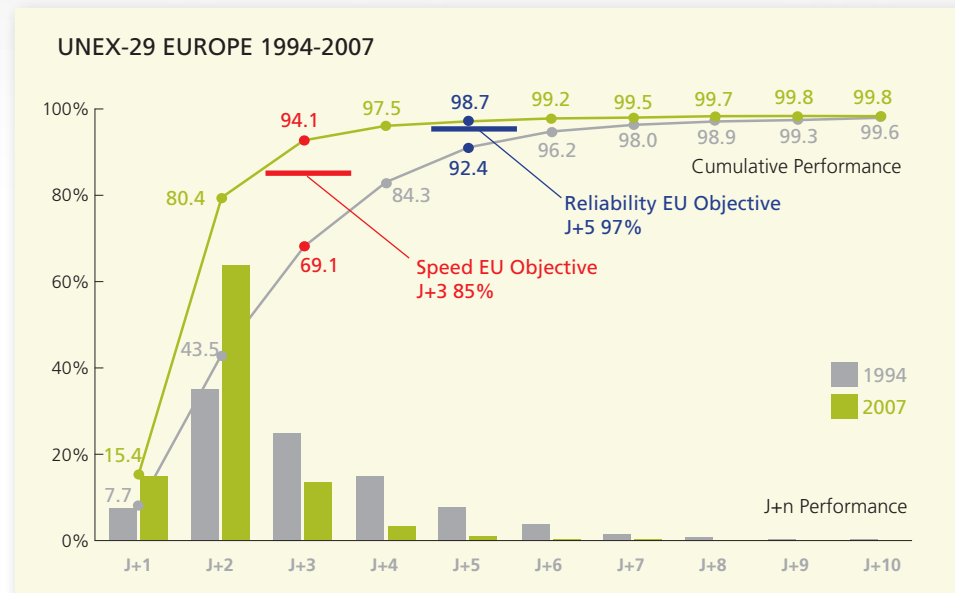
Over 500,000 priority mail test letters are sent each year between 43 countries. Each one contains a small radio transmitter, (RFID) tag. At specific reading points, the RFID tag transmits its identity then each reading is sent to IPC's system in Brussels, which tracked for the progress of the test letter from sender to receiver.

The system is based on a network of "panellists" – 4,000 individuals, both in businesses and homes – who agree to regularly send and receive the test letters, and enter the posting or delivery time on a central computer system.

The system operates at three levels. The universal system measures performance between cities in the IPC member countries for operational improvement purposes. The second component measures the inbound performance

of postal services to meet the requirements for the Universal Postal Union performance-related payments (terminal dues) between postal services. A third component provides the performance assessment of country-to-country mail flows which is required to be published annually within the European Union and for performance related payments within Europe.

Regular reports are sent to postal services throughout the year so that they can track movement towards the agreed annual targets. There is continuous expansion of the participation in the system. There were 18 participants when it began in 1994. By 2008 there were 43, located across six continents.





Kahala Post Group

Delivering on Customer Expectations

The Kahala Post Group (KPG) makes a simple promise to its customers: We will deliver your packages on time; or we will give you your money back.

Founded in 2003, this consortium of posts has focused on service performance improvement to meet the levels of reliability required by customers. The six founding members, Australia Post, China Post, Hong Kong Post, Japan Post, Korea Post and the United States Postal Service, have since been joined by Correos of Spain, La Poste of France and Royal Mail of the United Kingdom. Their purpose in the original collaboration and ensuing expansion efforts is to attain reliable and consistent levels of service through network integration. KPG is looking to further expand in various strategic markets.

One of the KPG products is a date-certain guaranteed express mail service across member markets. Launched in 2005, its guarantee and reliability are comparable with private couriers, and offered at competitive prices to attract small and medium size businesses.

KPG has leveraged IPC's extensive experience with service quality monitoring in postal environments and has retained IPC to provide weekly performance diagnostics.

These ensure the stability of network performance while millions of items are exchanged between member countries each month.

With the enhancements of this express service, volumes exchanged between members increased by more than forty percent. KPG members have demonstrated their ability to work together and integrate operational and IT networks to grow volumes and regain market share, to develop innovative postal products and to continuously improve customer satisfaction.

The provision by IPC of more detailed, more frequent and close to real-time access to information about the progress of items through the network, enables member posts to have the ability to identify and resolve any network issues; a critical enabler of the KPG success.



"Since 2003, IPC has partnered with KPG and has provided an effective service performance reporting system which has been key for KPG members to monitor service, conduct analysis and ultimately improve service. Through this partnership, IPC's experience, responsiveness and assistance have contributed to the success of KPG in providing world class levels of service to our customers."

Shuji Obu
Vice President, International
Strategy and Research
Division, Japan Post Service
and Chairman, KPG Board



Global Perspective

Leadership Through Sustainable Development

Grim warnings of the dramatic effects of global climate change have forced many large organisations to examine their “carbon footprint” as part of a broader focus on corporate social responsibility. The posts are no exception.

In our industry, transport is a major issue. Our 24 member posts have one of the largest delivery fleets in the world, an estimated 600,000 vehicles collectively emitting carbon from fuel combustion in large quantities.

Energy use is another big factor in our carbon footprint. Thousands of facilities around the globe use massive amounts of energy to power sorting equipment, heat buildings and run electricity.

Then, there is paper... lots of paper. Direct mail is critical to postal revenues and many misconceptions exist that this mail is not recyclable or easily discarded. Not true in most cases, and this issue must be addressed head on by the posts.

Because IPC has been the leader in providing postal delivery measurement systems for nearly 20 years, and we are the natural partner for the postal industry, it makes sense that we are the organisation to develop a common system for environmental measurement and research for the postal sector.

IPC has taken a leadership role in developing a three-tier programme to address environmental sustainability within the postal industry. The programme will focus on developing common sector-wide definitions and measurement systems; conducting stakeholder research, and communicating advances in environmental sustainability initiatives within the postal industry.

Collectively, IPC members employ over 2.4 million people and by extending awareness to suppliers, customers and families, there is the potential to harness and mobilise millions of people to decrease their carbon footprint.

The IPC member posts are committed to becoming more efficient by optimising networks and operational processes in order to boost energy productivity. Many posts are piloting alternative fuel vehicles, including electric, hybrid, hydrogen and bio-fuels. Although several IPC members have already launched successful environmental sustainability programmes within their organisation, there is much more we can achieve together.

We at IPC look forward to working with our members to develop programmes that will lead to a more efficient use of energy, less carbon emissions from fleets, aggressive paper recycling, all supporting a vital postal industry that will deliver far into the future.



Herbert-Michael Zapf
President and CEO
International Post Corporation



CEOs on IPC

“We appreciate IPC’s publications and look forward to the results and the progress of the various new projects. For instance, environmental sustainability activities.”

Anton Wais
CEO, Österreichische Post AG

“We are pleased to be actively involved in initiatives such as the Environmental Sustainability research and measurement project, which adds depth and value to our membership at IPC.”

John Allen
CEO, New Zealand Post

“IPC is an excellent platform for CEOs to meet and exchange views. It’s great to see that IPC puts CSR and environmental sustainability high on its agenda and invests in these topics.”

Peter Bakker
CEO, TNT

“Magyar Posta highly respects endeavours like the organization of senior Executive Forums, best practice Seminars and preparation of the REIMS III agreement and the development of research activities.”

Pál Szabó
CEO, Magyar Posta

“IPC continues to provide an important forum for CEOs to meet and discuss major issues which matter to the global mail industry and to develop initiatives of common interest to its members enhancing the value of mail.”

Adam Crozier
CEO, Royal Mail

“Norway Post is pleased to work with IPC and its member posts to provide real value and improve quality targets and performance.”

Dag Mejdell
President and CEO, Norway Post

“Canada Post values the role IPC plays in facilitating and encouraging dialogue among postal operators on service quality and best practices, as we seek to address common customer needs.”

Moya Greene
President and CEO, Canada Post

“We continue to value IPC as a forum in which a small group of CEOs responsible for universal service with a focus on customers and service quality can exchange views frankly and informally.”

John E. Potter
CEO, USPS

“We appreciate that IPC picks up new topics, like sustainable development. The Senior Executive Forums are a good initiative.”

Marcel Gross
Director General, P&T Luxembourg

“Our expectation is that IPC constantly and cost effectively, develops quality systems. With that, Posten AB will be able to improve our quality even more than today. That will give our customers more value and a win-win situation for Posten, IPC and our customers.”

Erik Olsson
President and CEO, Posten AB



Australia Post
AUSTRALIA



Osterreichische Post AG
AUSTRIA



De Post / La Poste
BELGIUM



Canada Post
CANADA



Cyprus Post
CYPRUS



Post Danmark A/S
DENMARK



Itella Corporation
FINLAND



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FRANCE



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