



UPU WORLD
CEO FORUM
ISTANBUL
2018

Postal digital dividends: A new portfolio, better performance or a redefined mission?

FINAL REPORT



TABLE OF CONTENTS

Message from the Director General	4
Programme	7
Speakers	15
Moderators	29
Key takeaways from the discussions	31
2017 in review: Global and regional perspectives	33
How can Posts use an improved macroeconomic environment to stimulate growth?	33
What is the ideal postal portfolio today?	34
How can Posts meet customer expectations and provide fast, predictable and secure transactions?	35
What is the public service role of postal operators in the 21 st century?	35
What are the key messages from the forum?	36
About the UPU	37



Message from the Director General

On 9 and 10 May, the 2018 edition of the UPU World CEO Forum was held in Istanbul, Turkey. This high-level event drew CEOs from the postal sector and senior officials from international organizations. The event programme, speaker information and key takeaways are all presented in this report.

The first UPU World CEO Forum was held in Paris in 2016, welcoming over 50 CEOs of postal operators from around the world who met to discuss the future of the industry. Owing to its success in attracting leaders, it was decided to make the forum an annual event, with new editions organized in Moscow in 2017 and Istanbul in 2018.

In 2016, the forum addressed a variety of topics, such as the profitability of e-commerce and the transformational role of big data for postal operators. The 2017 forum focused on the strategy development process, from diagnosing the current state of the global economy and postal markets to looking at successful business models that meet the needs of the Posts' key stakeholders.

The 2018 CEO Forum in Istanbul followed in the footsteps of the two previous editions, both in terms of attendance and content. Over two days, the forum participants deliberated on the theme of "Postal digital dividends: A new portfolio, better performance or a redefined mission?".

The forum began with speeches from the Turkish Minister of Transport, Maritime Affairs and Communications, the CEO of the Turkish Post, and the Director General of the UPU International Bureau. The first panel then got under way with a retrospective on the 2017 edition, examining the key takeaways and hearing the views of the heads of various UPU restricted unions and the Chairman of the UPU Postal Operations Council.

The second panel sought to understand the global dynamics that affect the postal sector. In the third and fourth panels, participants deliberated on the ideal postal portfolio for meeting customer expectations. This was followed by the fifth panel, which examined the public service role of postal operators. In the sixth and final panel, participants reflected on the key messages from the forum, which would be conveyed to the 2018 Ministerial Strategy Conference in Addis Ababa, Ethiopia. The forum also included many social events, providing networking opportunities for CEOs.

There were many interesting takeaways from the forum. CEOs found that, by banking on the trust they have historically enjoyed, Posts can meet the dual challenge of balancing their social role with the need to increase profitability. However, this requires changing the culture of the Post to make it more competitive and innovative, exploring partnerships, and embracing digitalization as an empowering element.

Participants also agreed that there is no single ideal postal portfolio to fit all scenarios, concluding that Posts need to take advantage of the opportunities offered by the existing physical network and by digitalization, as well as by a combination of the two. Participants also pointed out that the changing needs of customers should be the central driver for carefully planned diversification. Lastly, they noted that the chosen portfolio must be flexible enough to adapt to future innovations in areas such as 3D printing and the Internet of Things, and the increased use of big data.

Another key message was that, in order to keep up with the changing preferences of customers, Posts must first identify customers' needs and then improve the efficiency of the supply chain to meet them. To that end, more partnerships with traditional counterparts and innovative players are needed. Participants also concluded that Posts and their governments must seriously reconsider the definition of the universal service obligation in today's world, and should make the most of the advantages offered by collaboration and diversification.

Furthermore, CEOs highlighted that a critical factor for their organizations' success is ensuring that employees are more proactive at all levels. Participants agreed that changing the organizational culture would be an uphill task, made possible only through training and capacity building, and with the full commitment of management towards a specific strategic direction.

Last but not least, CEOs reiterated that it is imperative that governments recognize the importance of Posts as their natural partners in the area of development. Government support and a regulatory environment open to innovation are seen as the key to the success of Posts, both in terms of public service and profitability.

As all past editions have shown, the UPU World CEO Forum offers postal sector leaders the chance to get together and examine the future of their businesses in a collaborative manner. As the intergovernmental organization responsible for the postal sector, the UPU stands ready to support CEOs in their quest to transform the sector.

I wish to thank the Turkish Post most sincerely for partnering with the UPU to host the CEO Forum. Its warm hospitality was highly appreciated by all participants.

I hope that this report will prove useful in demonstrating the importance of this event. I am already looking forward to meeting with the captains of the postal industry at the next edition of the UPU World CEO Forum in 2019.

Bishar A. Hussein

Director General of the UPU International Bureau



PROGRAMME

Panels and content

Postal digital dividends: A new portfolio,
better performance or a redefined mission?



Tuesday, 8 May 2018

19:00 Executive dinner hosted by Turkish Post

Neuchâtel Ballroom, Swissôtel The Bosphorus

Wednesday, 9 May 2018

08:00 to 09:45 Registration

10:00 Opening ceremony

Speakers

Mr Bishar A. Hussein
Director General, UPU

Mr Kenan Bozgeyik
Chairman of the Board and Director General, Turkish Post

Mr Ahmet Arslan
Minister of Transport, Maritime Affairs and Communications, Turkey

10:30 Group photograph

11:00 Networking break



11:30

PANEL 1

Taking stock: 2017 CEO Forum in perspective

The 2017 edition of the UPU World CEO Forum was held in Moscow, Russia, from 17 to 19 September. Under the title “Leading multidimensional growth: the hows and whys of postal strategy”, the event was focused on the strategy development process. In the first panel of the 2018 edition, panellists picked up the conversation where it was left off, taking stock of previous years’ key findings and paving the way for the ensuing discussions.

Speakers

Mr Bishar A. Hussein
Director General, UPU

Mr Nikolay Podguzov
CEO, Federal State Unitary Enterprise “Russian Post”

12:00

Breakout session: Regional retrospective 2017

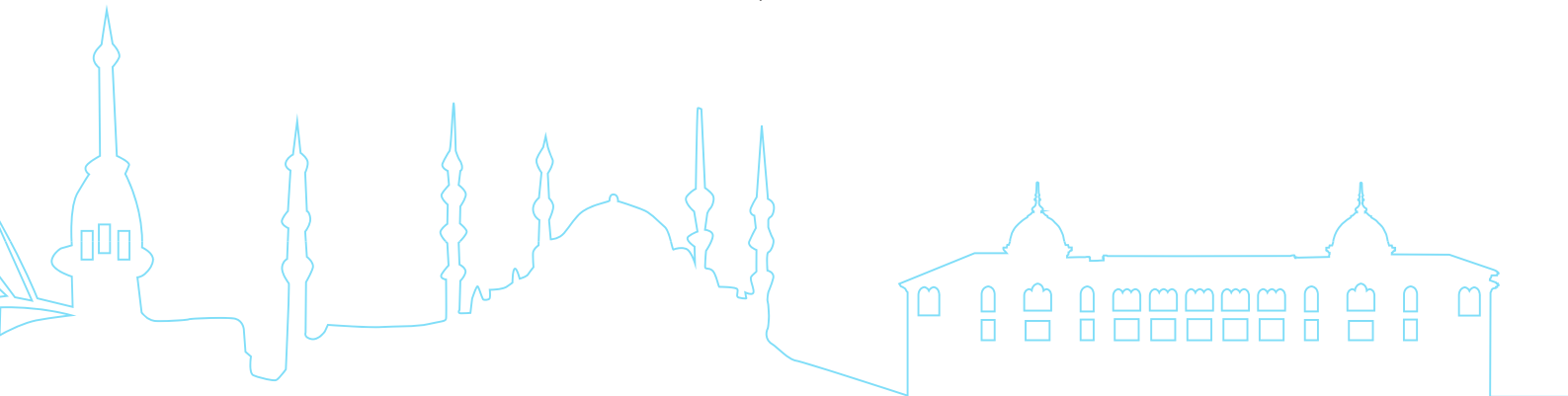
Secretary Generals of two major UPU Restricted Unions shared their views from the floor on the postal trends and developments in their regions in the year 2017. They also examined key opportunities and challenges for 2018 and beyond.

CEOs from all regions were invited to take the floor to share their insights.

12:30 to 13:30

Lunch hosted by Turkish Post

Swissôtel The Bosphorus



13:30

PANEL 2

Global perspectives: Elusive growth despite improved environment

The world economy is expanding strongly once again. Digitalization is also progressing, transforming consumer behaviours and production systems. Yet, postal revenues are underperforming GDP despite expanding traffic in some segments. This postal decoupling is exacerbated by pressures on national infrastructures and persisting gaps in postal development. Panellists reflected on the reasons why some sectors are not reaping all potential benefits from the unusually bright economic environment and pervasive digitalization.

Speakers

Mr Mohammed bin Abdulrahman Alabduljabbar

Acting President and CEO, Saudi Post

Mr Mark Barnes

Group CEO, South African Post Office

Mr Seong Ju KANG

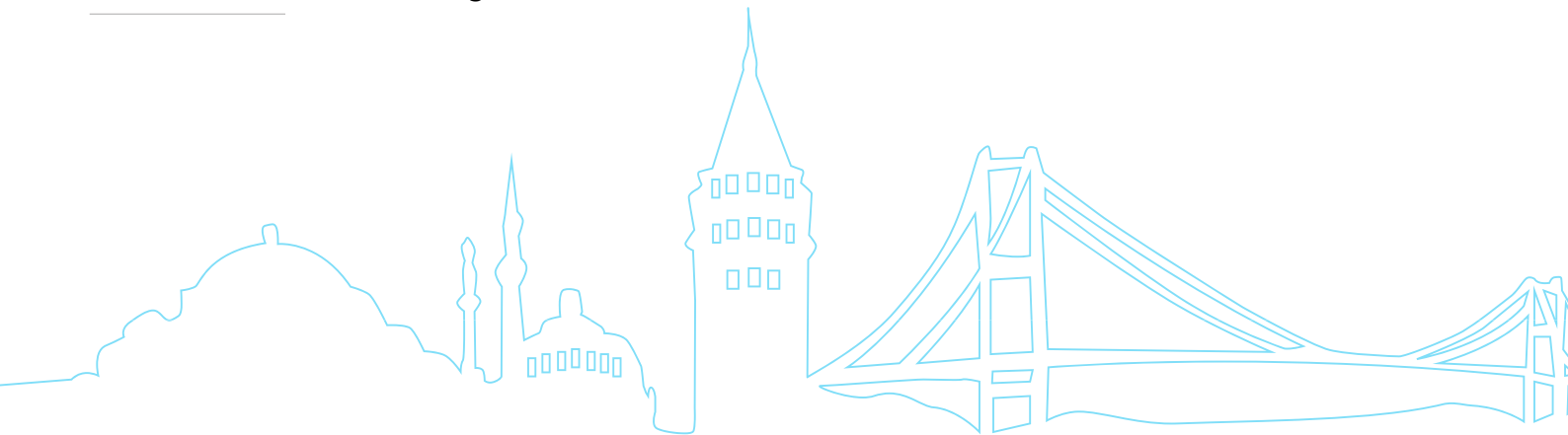
President, Korea Post

Ms Irena Vojáčková-Sollorano

UN Resident Coordinator and UNDP Resident Representative to the Republic of Turkey

15:00

Networking break



Getting the right balance: What would be the ideal postal portfolio today?

In the past, the postal sector was almost entirely about letters. With digitalization, it became more and more about parcels. What is the fate of postal financial services, which have been on offer for a long time? And what about other types of revenue streams, such as e-government, digital lockers or even the sale of commercial data? Panellists shared their views on what they believe is the right balance between these different segments in the postal portfolio.

Speakers

Mr Nabi Issa Coulibaly

Director General, SONAPOST

Mr Abdelkarim Dahmani

Director General, Algeria Post

Mr Jean-Luc Delcroix

Director, Monaco Post

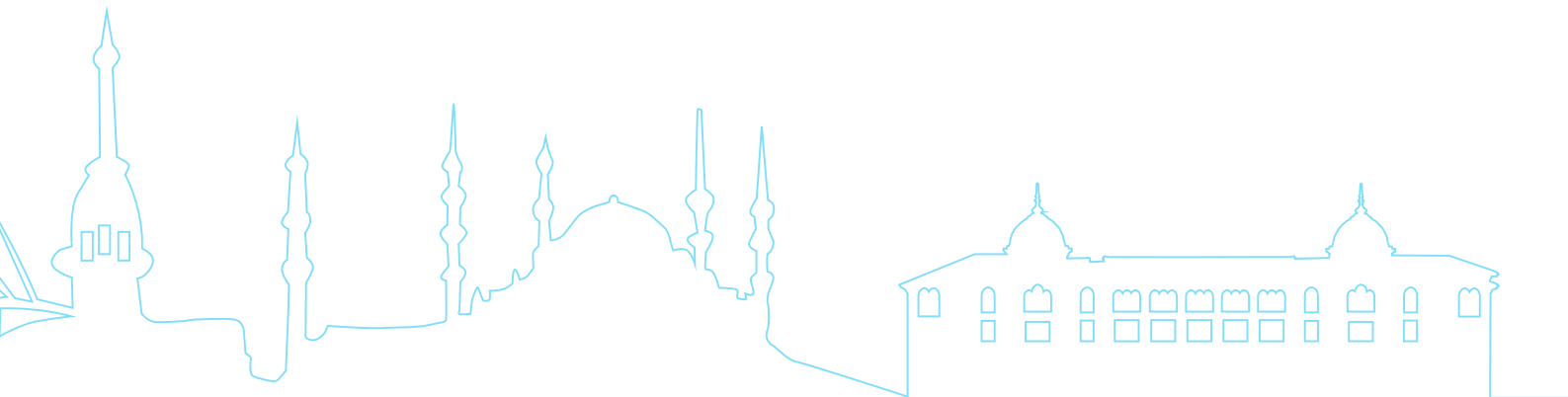
Mr Joona Saluveer

Chairman of the Board and CEO, Omniva (Estonia)

Mr Lawrence Tikaram

Acting CEO, Fiji Post

16:30 **Networking break**



Customer pressure: how to be the provider of fast, predictable and secure transactions to up the logistics supply chain

In the age of pervasive digitalization, changes in consumer behaviour have already considerably raised the bar for performance. Whether in the delivery of parcels or in the processing of remittances and payments, customers want fast, predictable and secure transactions. Can the Posts do it? Can they do it alone? Can they build the right international, vertical and horizontal links in the value chain? Panellists evaluated Posts' weaknesses and strengths in providing the services that customers are expecting and examined potential partnerships.

Speakers

Mr Levan Chikvaidze

Director General, Georgian Post

Mr Khalil Daoud

CEO, LibanPost

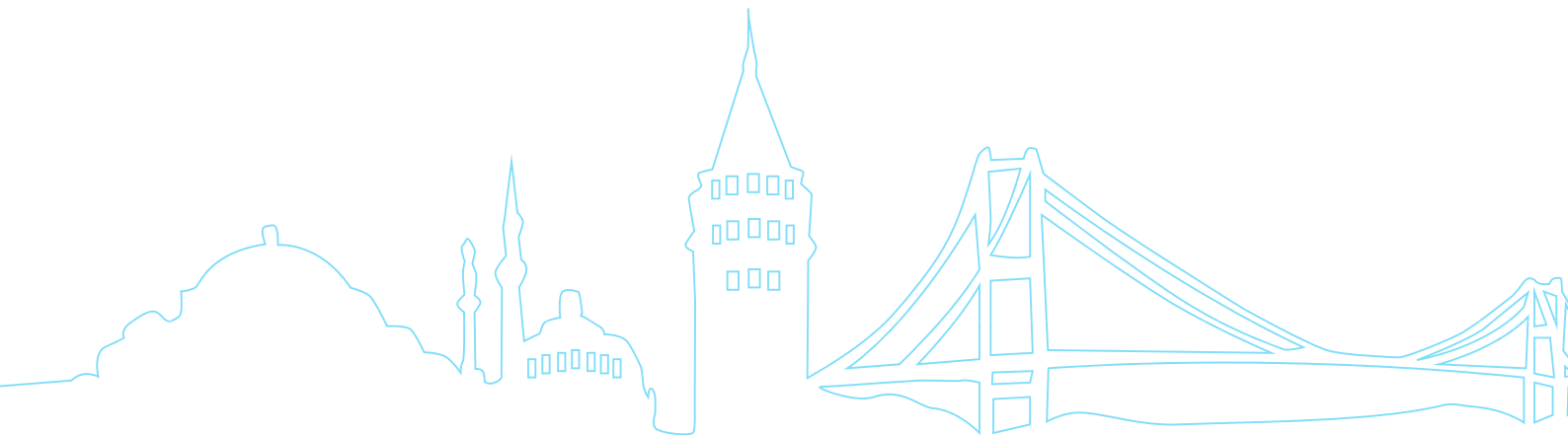
Mr Ananta Narayan Nanda

Secretary (Posts) to the Government of India

Mr Benjamin Niyokindi

CEO, Burundi Post

Dinner hosted by Turkish Post



Thursday, 10 May 2018

09:00 PANEL 5

Redefining USO: Sharing the burden

Postal corporations are growing more and more diverse. While some have retained (and continue to stress) their public service mission, others have almost become fully-fledged commercial companies. While some are decreasing their network of branches to reduce fixed costs, others have chosen to maintain it to preserve their national footprint or their bonds with local populations. What does this mean for the universal service obligation? Should it be operator-based or license-based? Panellists shared experiences on the different models and strategic decisions that explain the public service role of postal operators in the 21st century.

Speakers

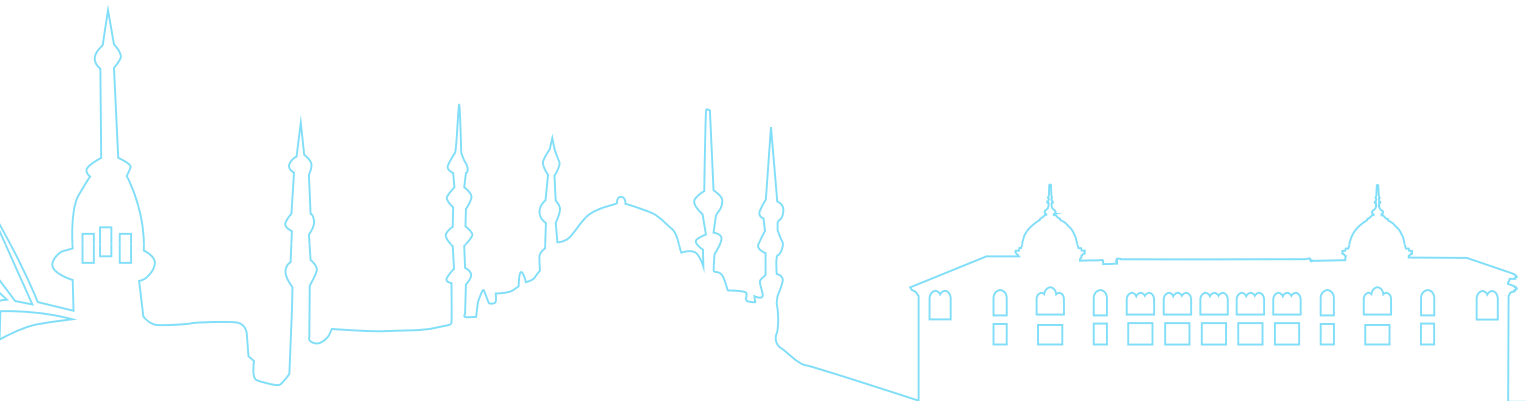
Mr Carel Camille Alexandre
Director General, Haiti Post

Mr Bahnan Ali Moidal
Director General, Djibouti Post

Ms Rubina Tayyab
Director General, Pakistan Post

Professor Uğur Emek
Baskent University, Turkey

10:00 Networking break



10:30 PANEL 6

Closing session

What key messages have CEOs retained from the 2018 CEO Forum? Panellists provided their answers to each of the questions raised in the previous panels and put these takeaways into perspective, with a view to communicating a joint message from the CEO community to the Ministerial Strategy Conference in Addis Ababa, Ethiopia.

Speakers

Mr Faleh Mohammed Al Naemi

Chairman and Managing Director, Qatar Post

Mr Khaled Lahham

Director General, Jordan Post Company

Professor Metin Türkay

Koc University, Turkey

12:00 Closing ceremony

Speeches by

Mr Bishar A. Hussein

Director General, UPU

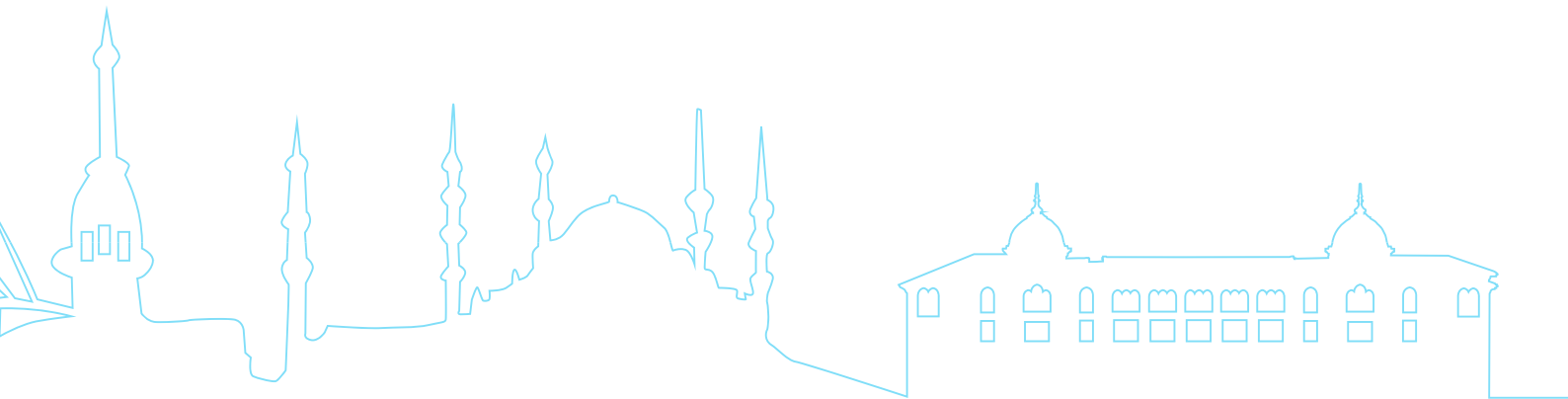
Mr Kenan Bozgeyik

Chairman of the Board and Director General, Turkish Post

12:30 Lunch and excursion organized by Turkish Post



SPEAKERS



Bishar A. Hussein

Director General, UPU

Mr Bishar Abdirahman Hussein was first elected Director General of the UPU International Bureau on 10 October 2012 during the 25th Universal Postal Congress in Doha, receiving a second mandate during the 26th Congress in Istanbul.

Mr Hussein is vastly experienced in UPU and postal matters. He chaired the UPU Council of Administration for the 2008–2012 cycle, having been designated by the Government of Kenya to chair the 24th UPU Congress, held in Geneva in 2008.

In September 2010, he successfully chaired the UPU Strategy Conference held in Nairobi. The conference provided a forum for discussion of important global issues affecting the postal sector and paved the way for the development of the Doha Postal Strategy.

Mr Hussein began his postal career with the Kenya Posts & Telecommunications Corporation, which he joined in 1984 as a management trainee. He rose through the ranks and became the first postmaster general of the Postal Corporation of Kenya in 1999. He led the postal entity from a loss-making to a profitable and self-sustaining postal enterprise.

In 2002, he was appointed ambassador of Kenya to the United Arab Emirates, covering the Gulf Region, for a six-year period.

He holds a bachelor of arts degree (honours) in political science and sociology from the University of Nairobi. Throughout his 28 years of public service, Mr Hussein has attended many courses and seminars on postal management, human resources, finance, administration and diplomacy.



Ahmet Arslan

Minister of Transport, Minister of Transport, Maritime Affairs and Communications, Turkey

Mr Ahmet Arslan is the Minister of Transport, Maritime Affairs and Communications, Turkey.

Mr Arslan has had an extensive career, having served in various capacities for several Turkish ministries, including as a director of the Ministry of Transport's General Directorate of Rail, Ports and Airport Construction. He was also a member of the State Airports Authority, TT-NET and the Foundation Board of Directors, the TURKSAT Supervisory Board and the Maritime Assembly of TOBB.

Mr Arslan holds several distinctions, including the Turkish World of Engineering award, an honorary professorship, and a "Bureaucrat of the Year" award for turning a negative into a positive.

Before joining the public sector, Mr Arslan spent seven years in the private sector and has held various positions with the Pendik Shipyard. He is a shipbuilding and mechanical engineer by trade, having graduated from the Istanbul Technical University, Naval Architecture and Marine Sciences Faculty, and the National Security Academy.



Kenan Bozgeyik

Director General and Chairman of the Board of Turkish PTT Corp.

Mr Kenan Bozgeyik graduated from the Eskişehir Anadolu University Department of Finance. He has served in various senior positions in many public administrations, such as the Ministry of Environment as inspector and adviser to the Minister; the Grand National Assembly of Turkey as adviser; the Ministry of Health as head of the Research Planning and Coordination Department and head of the Strategy Department; the Ministry of Transport, Maritime Affairs and Communications as head of the Research Planning and Coordination Department; and Under Secretary of the Ministry of Family and Social Policies.

He was appointed CEO and Chairman of the Board of Turkish PTT Corp. on 31 March 2016. Mr Bozgeyik currently represents Turkey as Chairman of the UPU Council of Administration.



Mohammed bin Abdulrahman Alabduljabbar

Acting President and CEO, Saudi Post

Mr Mohammed bin Abdulrahman Alabduljabbar is currently Acting CEO at Saudi Post, which he joined in 2010 as Vice President for Investment and Marketing. He launched and completed some of the most important initiatives for transforming Saudi Post, such as national addressing, the expansion of postal services, the establishment of new services, the launch of an independent money transfer business, and the launch of mobile virtual networks.

Mr Alabduljabbar is a veteran executive with extensive experience across many industries (health care, pharmaceuticals, petrochemicals, construction management, finance, investment, logistics, telecommunications) in both the public and private sectors. He led the establishment of the first and largest pharmaceuticals plant in the Kingdom.

He holds an MBA from the University of Warwick, and a graduate degree in civil engineering from King Fahad University of Petroleum & Minerals, Saudi Arabia.



Carel Camille Alexandre

Director General, Haiti Post

Mr Carel Camille Alexandre has been the Director General of Haiti Post since April 2015. He completed his university studies at the Escuela Superior Militar Eloy Alfaro in Quito, Ecuador, obtaining a commission at the rank of sub-lieutenant in the Armoured Cavalry, and he obtained a degree in human resources administration and management.

Back in Haiti, he joined the armed forces, later going on to join the national police of Haiti, where he participated in the creation of the first intervention and maintenance of order corps (CIMO). He served as the commander of the corps for five years.

He was then promoted to central director of the administrative police (chief of staff of the national police of Haiti).

Under the presidency of Mr Michel Joseph Martelly, Mr Alexandre was appointed coordinator for the general security of the National Palace, later taking on the post of Director General at the Ministry of Defence.

In addition to his position as Director General of Haiti Post, he is the Chief Executive Officer of Global Security S.A., a company he founded.



Faleh Mohammed Al-Naemi

Chairman and Managing Director, Qatar Post

Mr Faleh Al-Naemi brings over 25 years of experience leading and managing a number of governmental and semi-governmental organizations in Qatar.

Mr Al-Naemi plays a critical role at Qatar Post by leading the company's overall transformation and ensuring Qatar Post has state of the art infrastructure that supports the country's Vision 2030. He represented Qatar as the Chairman of the UPU Council of Administration from November 2014 to October 2016.

Before joining Qatar Post, Mr Al-Naemi worked at ICT Qatar as Assistant Secretary General, where he added significant value to the business through effective risk management with a strong strategic and commercial focus.

Mr Al-Naemi was educated in Qatar and has a bachelor's degree in business and economics, specializing in business administration and management.



Mark Barnes

Group CEO, South African Post Office

Mr Mark Barnes was appointed CEO of the South African Post Office in January 2016.

Mr Barnes has more than 30 years of experience working as a leader in the South African financial service market, having previously held leadership positions with Standard Bank, Capital Alliance and Brait. Mr Barnes has had a wide exposure to financial markets in the past as head of the biggest treasury operation in South Africa and as Chairman of the South African Futures Exchange. He is currently the Chairman and the largest single shareholder in the Purple Group.

Mr Barnes holds a business science degree in actuarial science from the University of Cape Town and a certificate from the Harvard Business School's Programme for Management Development.



Levan Chikvaidze

Director General, Georgian Post

Mr Levan Chikvaidze was appointed Director General of Georgian Post Ltd in 2012. Before that, he held the position of Executive Director of the Voters League. From 2007 to 2012, Mr Chikvaidze worked in the sales department of MTC Inc. in New York City, and as a network engineer at Cell Gate USA in Irvine, California.

Prior to that, Mr Chikvaidze held various leadership positions in Georgia and abroad.

Mr Chikvaidze earned a bachelor's degree from the Georgian Technical University in 1994. In 2005, he continued specialized training at the MASHAV Centre for International Cooperation in Israel, and in 2007 he specialized in business administration at ConocoPhillips in Los Angeles, California.



Nabi Issa Coulibaly

Director General, Société nationale des postes (SONAPOST)

Mr Nabi Issa Coulibaly has been the Director General of SONAPOST in Burkina Faso since 11 August 2017.

Prior to his appointment as the head of the Post in Burkina Faso, Mr Coulibaly worked for 12 years at Ecobank Burkina, the country's leading bank and a subsidiary of the ETI (Ecobank Transnational Incorporated) Group. His last position at the private bank was as head of the department responsible for implementing the modernization and development strategy of the banking branch aimed at private customers in the emerging and high-income classes. Prior to this, he held several other commercial

and analytical positions within the bank, such as regional director, head of business development and the value chain, and SMEs and individual account manager.

Mr Coulibaly is a financial actuary with a degree from Morocco's National Institute of Statistics and Applied Economics (INSEA).



Abdelkarim Dahmani

Director General, Algeria Post

Mr Abdelkarim Dahmani is a doctorate student in public economic law and is a graduate in economics and finance from the National School of Administration (ENA). Prior to his appointment as head of Algeria Post, he served as inspector general at the Ministry of Post, Telecommunications, Technology and Digitalization, and as Chairman of the Board of Directors of Algeria Post.

Created on 14 January 2002, Algeria Post, a citizen-centred enterprise, has a client portfolio of more than 23 million current postal accounts and a network of more than 3,800 post offices. The Post is in an important phase of change, integrating new technologies that have become ideal solutions for meeting the needs of different partners.



Khalil Daoud

CEO, LibanPost

Mr Khalil Daoud has led LibanPost as Chairman of the Board and Managing Director since joining the company in 2002. Under Mr Daoud's leadership, LibanPost undertook a massive internal reform based on infrastructure reorganization, human capital development, business diversification and brand establishment, transforming the company into a modern, diversified and profitable organization in less than five years.

In addition to his responsibilities at LibanPost, Mr Daoud has been, since 2013, the Chairman and Managing Director of CashUnited, the main

distributor of MoneyGram services and one of the largest third-party financial retail service networks in Lebanon.

Since November 2016, Mr Daoud has served as Chairman of the Board of the Postal Union for the Mediterranean, a restricted union under the Universal Postal Union.

Mr Daoud has also been a board member of the Mediterranean World Economic Outlook Institute (IPEMED) since 2016 and Chairman of the Supervisory Board of IPEMED since December 2017.



Jean-Luc Delcroix

Director, Monaco Post

Mr Jean-Luc Delcroix is the Director of Monaco Post and Officer in charge of the Chronopost agency in the Principality of Monaco.

Since Mr Delcroix joined Monaco Post, turnover has increased by more than 90%, owing to the introduction of new, value-added services while still maintaining the Post's strong public service footprint.

Mr Delcroix also serves as an adviser to the Assembly of French Citizens Abroad (AFE) for Southern Europe, and consular adviser of the constituency of the Principality of Monaco. He serves as a lieutenant-colonel (RC) in the national police, as a member of the French High Committee for Civil Defence, and as a member of the AFE Security and Protection Committee.

M Delcroix is highly decorated, having been named a Knight of the National Order of the Legion of Honour in 2014 and a Knight of the Order of St. Charles (Principality of Monaco) in 2007.



Seong Ju Kang

President, Korea Post

Mr Seong Ju Kang took office as President of Korea Post in 2017 and has been implementing his philosophy of field-oriented management, believing that all issues relating to the post office have an answer in the field. Under the slogan "Korea Post, always with you," he has endeavoured to bring the government organization forward to the future, focusing on reliability. Putting to use what he has learned over his long career in the postal and IT sectors over the past 30 years, Mr Kang is actively working to apply innovative technologies, such as drone delivery, electronic vehicles, big data and AI, to the various business areas

of Korea Post. Before his appointment as President of Korea Post, he served as Minister Counsellor to the Korean Delegation to the OECD in Paris and as Vice Chair of the OECD Public Governance Committee.

Mr Kang studied public management, policy analysis, and information systems at the doctoral level at Pennsylvania State University.



Khaled Lahham

Director General, Jordan Post Company (JPC)

Mr Khaled Lahham is a senior professional with more than 20 years of experience holding positions in different governmental and international organizations. Throughout his career he has held leading positions, including Secretary General and Deputy Secretary General at the Ministry of Information and Communications Technology, responsible for financial and administrative affairs. He was also Secretary General at the Ministry of Public Sector Development, where he played an active role in public sector reform.

While Mr Lahham has spent much of his career in public service, he has also supported the growth of the private sector in Jordan. As the Secretary General at the Ministry of Information and Communications Technology, he helped establish a competitive environment to support private sector investments in ICT and find opportunities to link international companies with local Jordanian businesses.

Mr Lahham holds a PhD in finance and has completed numerous training courses on public policy, leadership, business management and government financing.



Bahnan Ali Moidal

Director General, Djibouti Post

Mr Bahnan Ali Moidal has been the Director General of Djibouti Post since 2014. During this time, he has focused on giving a young and dynamic image to the Post. He has led the push towards technological optimization to launch Djibouti Post's entry into the world of e-commerce and other postal segments.

Mr Moidal has previously worked with the Ministry of Posts and Telecommunications as a technical advisor. In addition, he has served in the Djibouti army as a communications officer.

Mr Moidal holds a master's degree in communication, strategy and media from the School of Advanced International and Political Studies (HEIP Paris).



Ananta Narayan Nanda

Secretary (Posts) to the Government of India

Mr Ananta Narayan Nanda is the current Secretary and Chairman of the Postal Services Board within India's Department of Posts at the Ministry of Communications. He has held this post since 1 May 2017. He is also the ex-officio chairman of India Post Payments Bank (IPPB). Prior to his appointment as Secretary, he served as a member of the Postal Services Board, supervising the postal banking sector.

Under his guidance and leadership, IPPB was launched for citizens in January 2017. In addition, he supervised the phased launch of the Core System Integrator Project, which aims to provide end-to-end security solutions through an enterprise management system. The Postman mobile application, which aims to digitize delivery work, has also been adopted by his department.



Benjamin Niyokindi

Director General, Burundi Post

Mr Benjamin Niyokindi has been the Director General of Burundi Post since 2015. Under his leadership, Burundi Post has made substantial progress in various postal segments.

Burundi Post signed a tripartite agreement with the International Organization for Migration (IOM) and the UPU to launch an integrated project, which will utilize different components of the postal sector in Burundi to achieve lasting socio-economic development for the rural population as well as for the Burundian diaspora. The project will improve access to communication services, reduce remittance costs, promote financial

education for migrants and their families, and provide access to financial services for rural populations as well as access to international markets for small producers.

He has held various positions within different government sectors, including Director of Planning and Management of Tourism Sites, Director of Heritage for the coffee industry, and Director of Maritime Port Operations.

Mr Niyokindi completed a diploma in maritime engineering, navigation and transport at the National Maritime Academy in Ukraine.



Nikolay Podguzov

Federal State Unitary Enterprise “Russian Post”

Mr Nikolay Podguzov was appointed to the position of CEO of Russian Post in July 2017. Before moving to the postal industry, Mr Podguzov worked as the Deputy Minister of Economic Development of the Russian Federation.

Prior to that, Mr Podguzov held other positions in various state institutions, including the Ministry of Finance and the Government of the Russian Federation.

Mr Podguzov has extensive experience in the financial sector, having worked as Vice President of Trust Investment Bank and Renaissance Capital. He has also worked for VTB Capital as head of Fixed Income Strategy.

Mr Podguzov holds degrees from the Saint Petersburg Institute of Technology and the Moscow State Institute of International Relations.



Joona Saluveer

Chairman of the Board and CEO, Omniva

Mr Joona Saluveer has held the position of CEO of Omniva (Estonian Post AS) since April 2017. Prior to managing the whole Omniva Group, he sat on the Board of Members of Omniva Latvia (2012–2017) and Omniva Lithuania (2011-2013). He is very much customer- and growth-oriented – Omniva Latvia has grown twofold year-on-year since the very beginning and has twice been nominated for World Post and Parcel Awards (previously the World Mail Awards) for its growth and great customer service.

Mr Saluveer has done business in all Baltic countries. Before joining Omniva, he managed different Estonian companies operating in Lithuania. He holds an Executive MBA from the University of Tartu and a BSc from the Stockholm School of Economics in Riga.



Irena Vojackova-Sollorano

UN Resident Coordinator and UNDP Resident Representative to the Republic of Turkey

Ms Irena Vojáčková-Sollorano was appointed as the UN Resident Coordinator and UNDP Resident Representative to the Republic of Turkey in December 2016. Previously, she was the UN Resident Coordinator and UNDP Resident Representative to the Republic of Serbia. In this capacity, she led the UN country team's response to the historic floods in 2014 and to the refugee/migrant crisis in 2015–2016.

Prior to this appointment, she worked in different capacities for the International Organization for Migration (IOM) over the course of 28 years, including as Director of the Department for Migration Management at IOM headquarters, and Regional Director in Asia and Central Europe. She has gained global migration expertise in migration and development, labour migration, refugee resettlement, border management, smuggling, integration, trafficking, and emergency response.



Rubina Tayyab

Director General, Pakistan Post

Ms Rubina Tayyab has the honour of being the first female Director General of Pakistan Post, a position to which she was appointed in November 2016. Before taking over as Director General, she worked as the Postmaster General for Punjab, Pakistan's largest province. She has also worked as Additional Director General (Operations).

Ms Tayyab is a civil servant and has worked in various staff, command and instructional positions. She has remained a member of the faculty of the National School of Public Policy, the premier training institute for senior civil servants in Pakistan and friendly countries. She

has represented Pakistan at various international fora and is an elected member of the Management Committee of the International Mail Services User Group.

She chairs the Postal Services Management Board, the highest decision-making body of Pakistan Post.



Lawrence Tikaram

Acting CEO, Fiji Post

Mr Lawrence Tikaram is the Chairman of the Board at Post Fiji. Mr Tikaram has had an extensive career in the private sector through Coca-Cola Amatil. In addition, he has contributed substantially to the public sector through his work with Tourism Fiji, the Fijian government's tourism marketing arm, which is responsible for promoting Fiji as a visitor destination around the world.

While postal services in Fiji were established in 1871, Post Fiji Limited commenced as an entity separate from the Department of Posts and Telecommunications from July 1996. It is registered and incorporated under the Companies Act as a private company with

the shareholding wholly owned by the Government of Fiji. A Board of Directors, nominated by the government, leads the company. Post Fiji's core activities are message communication in letters, and distributing courier and parcel items. It also provides stamps, financial transactions, telegram services and just recently, data processing and mail production services called Smartmail.

Post Fiji is responsible for the collection, processing and delivery of letters, parcels and urgent documents to some 56,000 letterboxes and some 15,000 residential addresses in Fiji.



MODERATORS



Duygu Demirdag

TV anchor and journalist

Duygu Demirdag is a renowned television anchor and journalist, currently working with CNN Turkey. She has vast experience covering key issues of the day and interviewing personalities in Turkey and abroad. She previously worked with Line Media Group as a Programme Producer. Ms Demirdag holds a master's degree in media and communication management from Middlesex University, London.



Alex Taylor

TV and radio journalist

Alex Taylor is one of the most experienced event hosts in Europe, having presented more than 700 events around the world over a period of 15 years. He has hosted all manner of conventions, conferences and ceremonies, both corporate and institutional. He has produced and presented a wide range of programmes about Europe, mainly on French television and radio but also for the BBC and VOX TV in Germany. He was also Programme Director of Radio France Internationale. He currently hosts I-Talk on Euronews, interviewing leading policymakers in the European Parliament. Alex has vast experience of dealing with a wide range of personalities, from Queen Elizabeth II, President Clinton, Nelson Mandela and various Prime Ministers to CEOs and people with less experience of being on stage. He has also written several books, including one on the untranslatability of languages.



KEY TAKEAWAYS FROM THE DISCUSSIONS





2017 in review: Global and regional perspectives

The Director General of the UPU International Bureau, Mr Bishar A. Hussein, provided an overview of the 2017 edition of the CEO Forum. Categorizing the event as a success, he reminded participants of the initial aim of the forum: to bring CEOs together and give them opportunities to benchmark, share experiences and network.

The CEO of the Russian Post, Mr Nikolay Podguzov, spoke as the host of the 2017 edition. He agreed with the Director General's belief that the forum is a key event that should be included in the yearly calendar of postal CEOs.

The heads of various UPU restricted unions and the current Chairman of the UPU Postal Operations Council provided insights on regional and operational developments. Mr Botond Szebeny, Secretary General of PostEurop, underscored the fact that, while e-commerce has been growing at double-digit rates, infrastructure has not followed. There are also new regulatory constraints in areas such as data protection (e.g. the European Union's General Data Protection Regulation). Operators thus need to move away from a push model towards a more proactive one that is responsive to customer needs and regulatory constraints.

The Secretary General of the Pan African Postal Union, Mr Younouss Djibrine, pointed out that the African continent has great potential in terms of gross domestic product (GDP) growth, financial inclusion and elec-tronic services. Nevertheless, significant challenges need to be overcome, such as the fact that 30% of post offices do not have electricity, access to public services is very restricted, and addressing remains an issue.

Lastly, the Chairman of the Postal Operations Council, Mr Masahiko Metoki, noted that the topics of the 2018 forum panels mirrored many of the discussions taking place at the UPU. He also expressed appreciation for the variety of perspectives from different countries brought together by the forum.

How can Posts use an improved macroeconomic environment to stimulate growth?

Many macroeconomic trends have an impact on the postal sector. Indeed, an expanding world economy and increasing digitalization have transformed customer expectations. However, postal revenues are not following the upward trend seen in GDP. This “postal decoupling” is exacerbated by persistent gaps in postal development.

Speakers recognized that, despite tremendous global growth (3.8% in 2017 according to the International Monetary Fund), inequalities are growing too. Posts have, over many decades, earned a reputation as a trusted institution. This factor, coupled with the global reach of the postal network, ensures an important role for Posts in bridging inequality. As pointed out by Mr Mark Barnes, CEO of the South African Post Office, the public service mission of Posts should never be forgotten. Every postal counter should be seen as a channel for delivering public services. That is why governments should support Posts by stepping up investments in this critical infrastructure.

However, Posts also need to thrive in an increasingly competitive and digitalized environment. In the words of Mr Seong Ju Kang, CEO of Korea Post, postal operators need to deal with digitalization by embracing the concept, listening to their customers, continuously improving performance, innovating, and unleashing the power of big data.

Mr Abdulrahman Alabduljabbar, Acting CEO of Saudi Post, echoed those comments. He indicated that digitalization is more empowering than restraining, as it helps to improve operations and market products. Using the examples of big data and the Internet of Things, the panel agreed that digitalization can indeed catapult Posts to success.

However, as expanded on by Mr Barnes, there is a need for a fundamental change in the mind-set and culture of Posts. They need to become competitive, act accordingly, diversify and become financially sustainable.

A potential solution lies in partnerships. Ms Irena Vojáčková-Sollorano, UN Resident Coordinator in Turkey, pointed out that the postal sector needs to rediscover its market and strengthen its connections with other sectors. As shown by the examples cited by the CEOs, many Posts have started to do so, using technology, connecting data and improving service.

Participants agreed that Posts must play a social role to reduce inequalities, while simultaneously achieving profitability in an increasingly competitive market. This dual purpose can be achieved by banking on the trust that the Post has earned over the years, changing the culture of the Post to make it more competitive and innovative, exploring partnerships, and embracing digitalization as an empowering element. These factors will help reduce the phenomenon of “postal decoupling”.

What is the ideal postal portfolio today?

The postal sector is constantly evolving in response to macroeconomic trends and market influences. While the sector focused almost entirely on letters in the past, it is now increasingly focusing on parcels. Postal financial services also account for a larger segment of the sector and new revenue streams such as e-government and digital lockers have emerged.

Speakers discussed a range of possible options for defining an ideal postal portfolio. Some speakers advocated a continued focus on the physical network of the Post. In the words of Mr Jean-Luc Delcroix, CEO of Monaco Post, digitalization will not kill the Post. It is important to have a physical network in order to nourish the network. The Post can help excluded populations gain access to banking and other services. In this context, the UPU can help feed the thinking that will allow Posts to become sustainable and socially responsible service providers.

These views were echoed by Mr Nabi Issa Coulibaly, CEO of Burkina Faso Post, who indicated that the balance should be 20% digital and 80% physical. He stressed the importance of building personal relationships with customers and encouraged environmental sustainability in the Post's physical operations.

In contrast, Mr Joona Saluveer, CEO of Omniva in Estonia, discussed the country's adoption of digitalization, which is reflected in the way that the country's young Post has been rebranded. He stated that postal operators need to make the customer the central focus and act as market players. Concerns about public obligations or data privacy legislation will not reverse the digital revolution.

Mr Abdelkarim Dahmani, CEO of Algeria Post, offered a different perspective. Posts can react in two ways: increase prices (short-term view), or develop new products and services through innovation. In any event, the key is to diversify without dispersing. Algeria Post has chosen to focus on financial services, which now account for 56% of total revenues.

Mr Lawrence Tikaram, CEO of Fiji Post, pointed out that no country is exempt from the digital revolution. Postal networks need to be optimized, with customers as the central focus, and the support and investment of governments is critical to ensuring success.

Participants agreed that there is no one-size-fits-all option for the ideal postal portfolio. However, some common factors need to be considered by every Post. Firstly, Posts need to take advantage of the opportunities offered by the existing physical network and by digitalization, as well as by a combination of the two. Secondly, the changing needs of customers should be the central driver for consciously planned diversification. Lastly, the chosen portfolio should ideally be flexible enough to adapt to future innovations in areas such as 3D printing and the Internet of Things, and the increased use of big data.

How can Posts meet customer expectations and provide fast, predictable and secure transactions?

Digitalization has changed the way customers behave and, in turn, has changed their expectations of the Post. Posts are expected to provide fast, predictable and secure transactions, from the delivery of parcels to the processing of remittances and payments. In a competitive market environment, Posts have to meet these expectations or risk losing customers.

Another challenge faced by Posts is their obligations to governments and shareholders, if any. The solution, as suggested by Mr Khalil Daoud, CEO of LibanPost, lies in diversifying while maintaining a high level of profitability. Posts could therefore offer any service as long as it is legal and moral, profitable, strategically important and good for the network. For example, LibanPost offers over 200 types of services to businesses and over 60 to governments.

These views were supported by Mr Ananta Narayan Nanda, India's Secretary of Posts, who stated that, in his country, the focus is on reinforcing the financial service capabilities of India Post through the launch of the new India Post Bank.

According to Mr Benjamin Niyokindi, CEO of Burundi Post, increased efficiency in the supply chain would lead to better performance. He explained that the supply chain comprises various elements, such as inventory management and transport, and that it needs to be strengthened to meet the increased demands of customers. Inventory needs to be managed more efficiently, which would reduce delivery times for products.

As indicated by Mr Levan Chikvaidze, CEO of Georgian Post, Posts still suffer from an outdated image. Moreover, while some Posts have managed to become very efficient nationally, they need to align themselves better internationally by interconnecting through regional hubs. Mail would thus become more attractive to airlines. The UPU could play a role in the creation of these hubs.

CEOs identified three key ways in which Posts can better meet customer expectations. First, Posts must identify the needs of customers and keep them at the centre of diversification efforts. Second, greater efficiencies in the supply chain have to be achieved. Third, Posts should build more effective partnerships, both with traditional counterparts such as airlines and customs authorities, and with other innovative players.

What is the public service role of postal operators in the 21st century?

The changing structures of postal corporations have affected the traditional meaning of the universal service obligation (USO). While some Posts have retained (and continue to stress) their public service mission, others have almost become full-fledged commercial companies. Posts worldwide are faced with having to choose from a variety of models and strategic decisions.

According to Professor Uğur Emek of Başkent University, the USO has three important dimensions: coverage; quality (e.g. a 9 billion-dollar loss for the United States Postal Service, and a 500,000 dollar loss at Canada Post, where community mailboxes are replacing door-to-door delivery); and price (the single-price concept leads to social integration).

CEOs believe that Posts can build on these dimensions to ensure a better USO for both themselves and customers. Ms Rubina Tayyab, CEO of Pakistan Post, stated that, while Posts carry the flag of the USO, they also face extreme pressure to achieve a turnaround and show a profit. The solution could be to rely more widely on public-private partnerships. The wider private sector also needs to share the burden with traditional operators.

These views were echoed by Mr Bahnan Ali Maidal, CEO of Djibouti Post, who noted that the UPU could play a key role in promoting collaboration not only with external partners but also with internal postal sector partners. Mr Carel Camille Alexandre, CEO of Haiti Post, stressed the importance of diversification in ensuring the survival of Posts. With franchising, cost savings can be achieved and used to finance the USO.

Participants therefore concluded that Posts and their governments must seriously reconsider the definition of the USO in today's world, and should make the most of the advantages offered by collaboration and diversification.

What are the key messages from the forum?

At the end of the forum, participants summarized their discussions and identified the key messages that could be conveyed to the Ministerial Strategy Conference in Addis Ababa.

Professor Metin Türkay of Koc University reiterated that there are three main drivers for postal development today. Globalization has led to immense economic progress, positively impacting the Post. Through technology and digital transformation, large masses of people have quick access to information. Moreover, both these factors have made the customer the king of every sector. In addition, he stated that, for the Posts, information, and not infrastructure, is the real asset. The vast amounts of postal data accumulated need to be leveraged to the Post's advantage.

Redefining the USO was a key topic of discussion among CEOs. As noted by Mr Faleh Mohammed Al-Naemi, Chairman and Managing Director of Qatar Post, the ideal USO includes the following attributes: access, affordability, guaranteed delivery, addressing, collection, new product diversification, performance, cost and employee development. These views were echoed by Dr Khaled Th. Lahham, Director General of Jordan Post Company, who suggested that financial inclusion and the USO could perhaps go hand in hand to serve society without resulting in a loss for Posts.

Dr Lahham added that a critical factor for success is ensuring that postal employees are more proactive at all levels. Participants agreed that changing the organizational culture would be an uphill task, made possible only through training and capacity building at all levels, and with the full commitment from management towards a specific strategic direction.

Lastly, CEOs reiterated that it is vital for governments to recognize the importance of Posts as their natural partners in the area of development. Government support and a regulatory environment open to innovation are key to the success of Posts, both in terms of public service and profitability.

About the UPU

The Universal Postal Union (UPU) is an intergovernmental organization with 192 member countries that is mandated to ensure universal access to affordable public postal services of the highest standard. Established in 1874, it is considered the world's second-oldest international organization. Since 1948, the UPU has been a part of the United Nations family, operating as a specialized agency.

The UPU is the only international organization representing the interests of the worldwide postal sector in a neutral fashion. In addition to maintaining a genuinely universal network – with physical, financial and electronic dimensions – it establishes the rules for international mail exchanges among its member countries and makes recommendations on how to modernize products and services, stimulate mail volume growth, and improve quality of service for customers.

The global postal network is a formidable infrastructure through which essential public services are provided to millions of citizens and businesses. This enables the postal sector to play a critical role in fuelling countries' social and economic development. Postal operators also provide financial, logistical and e-commerce services to countless customers to meet their evolving needs. Today, the world's postal services process and deliver some 303 billion letters and 9 billion parcels annually, using a worldwide network linked through state-of-the-art technology and processes. This infrastructure is staffed by 5.3 million employees in some 670,000 postal establishments, making it the world's largest physical network.







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