

# UNION POSTALE

March 2007

.....  
Moving the postal sector forward

# 1



UPU, a specialized agency  
of the United Nations



Something borrowed,  
something new

## Museums move with the times



## Mail Daters and Mail Roller Dater

### **1** Mail Daters Type 26 and 242

Standard head  
diameters:  
30 and 35 mm Ø  
Figure size: 3 mm  
Various date  
configurations

### **2** Ink Pad for Mail Daters Type 123

Plastic case with  
removable cover,  
135 mm Ø

### **3** Dater D28c with Textplate

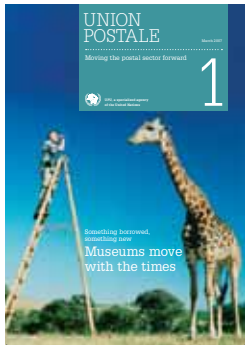
Date in figures,  
full year, stylo set.  
Figure size: 3 mm  
Textplate  
of steel: 29 mm Ø

### **4** Mail Roller Dater Type 130

Figure size: 3 mm  
Diameter of  
Roller: 26 mm Ø  
Diameter of  
postmark: 29 mm Ø max.

# REINER

# Content



Berne's Museum of Communication is dedicated to all forms of communication – postal of course, but also visual, oral, written, electronic, and even between animals. The exhibition "Animal Talk. Animal-Human-Communication" runs until 1 July 2007.

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# March 2007

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# in brief

## Postal reform, the IPDP way



**M. Raphuthing, from the Lesotho Postal Service (left), and Rodah Masaviru, assistant general secretary at the Pan-African Postal Union, get some tips from Rudy Cuadra during a workshop held in Nairobi in January to train 23 new IPDP experts.**

Thirty-four member countries are implementing an integrated postal development plan (IPDP), and another 17 could follow suit by the end of 2007. Member countries are showing a keen interest in the UPU-led methodology launched in 2005 to provide guidelines for the organization and development of the postal sector. Rudy Cuadra, programme manager for Latin America and the Caribbean and IPDP coordinator at the International Bureau, says some countries are making better progress than others, but a forum planned for 19 April, during the 2007 Postal Operations Council, will provide further insight on how some countries are successfully using the IPDP to reform the postal sector and secure

the necessary financing. In 2007, the UPU will continue focusing its efforts on giving a regional approach to postal reform with the help of more than 75 experts from all over the world who have been trained so far.

RL

## The figure

3,000,000

## Danish Post adopts IPS



The Post of another industrialized country is adopting the UPU's International Postal System, a mail management application to track and trace mail and parcels and exchange electronic messages with other Posts about incoming and outgoing volumes. Danish Post joins 124 countries, including Australia, Canada, France and Greece, which now use the IPS suite of applications developed by the Postal Technology Centre. Faced with an ageing system, the Danish Post found that IPS function-

alities came at the right price and liked the fact that UPU international mail exchange information is automatically updated regularly, said Gitte S. Hegner, in charge of IT process development. The PTC is making some adjustments to meet the needs of Danish Post operators. The system will be implemented at the end of May. RL

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## Editor's note

### Renaissance

*Union Postale* has had a makeover, and in this shiny first issue of 2007, we give pride of place to our postal heritage. There are many postal and telecommunication museums worldwide, all of them custodians of a past that tells the story of development in the wider sector. With a view to presenting a broader picture of postal activities, and spurred on by the postal museums' international conference held recently in Copenhagen, *Union Postale* takes a look at the transformation – a real renaissance in some cases – that has

taken place in recent years in these establishments, and their efforts to attract a wider public, despite numerous challenges. Our leading article invites you to venture into your nearest postal museum, at home or on your next holiday. You are sure to discover artefacts, like these boules de moulins\* housed in the Paris Postal Museum, that tell a fascinating story.

Turning the spotlight elsewhere, a project developed in Mali has become a model for postal financial network expansion worldwide. It

enables Posts to modernize a previously paper-based service, and offers a concrete response to the money transfer needs of migrant workers. Renaissance is in the air here too. **Editor-in-chief**

\* Metal cylinders used during the siege of Paris to carry mail along the Seine to the capital.

This is the number of visits the UPU website recorded in 2006. The most popular section was the «UPU News Centre» (10.2%), followed by «Postcodes» (9.6%), «UPU Acts» (8.1%), «Meeting documents» (6.9%), «Strategy Conference» (6.2%) and «Customs» (5.8%).

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## Camera, lights, action ...

Want to know more about what the Universal Postal Union does and how it works? How postal services are dealing with new technologies and the rise of the Internet? Now there's a short film to explain it all, and you can find it on the UPU website at [www.upu.int](http://www.upu.int) (see About Us section). The video provides a brief history of the organization, explains its mission and activities, as part of the global postal sector and the United Nations family, and describes some of the challenges the UPU and the postal sector face today. The video can be viewed in Arabic, English, French and

Spanish. Several UPU member countries provided footage for the film, which was premiered at the opening session of the UPU Strategy Conference in Dubai last November. The reviews, so far, are positive. **RL**



# in brief

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## E-commerce a boon for Posts

Postal operators are ideally placed to benefit from the growth of e-commerce. That was the message delivered to experts meeting at the UPU's International Bureau on 20 February for a workshop devoted to this topic. Concerns about security and reliability make consumers reluctant to carry out online transactions, particularly cross-border exchanges; however, the Post's delivery and logistics services (including a return of goods service), its financial network (electronic payments, money orders and micropayments) and extensive geographical coverage give it a significant advantage: consumers trust it. So there is no shortage of reasons for encouraging operators to increase their visibility on e-commerce portals. "The fact that e-commerce can drive postal parcels, letters and financial transactions all from one transaction is a powerful message," says Paul Donohoe, an expert with the International Bureau. The Italian, Canadian, Tunisian and Brazilian Posts are among those that have understood this message. Moreover, Canada Post's initiative has attracted a great deal of interest. Its Border-free service enables customers to buy goods on American sites from retailers who do not deliver worldwide. In

two years, Canada's domestic market has handled the dispatch of five million parcels via this service, and for every 100 CAD spent on the Internet, Borderfree generates 14 CAD in real postal revenue (from direct mail, parcels traffic and service fees). According to the latest statistics, online sales are increasing worldwide. This rise varies from country to country, depending mainly on countries' Internet penetration rate and technological capability, and the ability of least developed countries to expand their markets. Nevertheless, experts agree that it is already possible to develop a common strategy for all operators. A framework of legal and technical standards should be set up for the deployment of delivery and payment services, and instruments to measure quality of service put in place in both areas. **ED**



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## UPU and IATA renew cooperation

On 7 March, during the World Cargo Symposium organized by the International Air Transport Association (IATA) in Mexico, the UPU and IATA signed a cooperation agreement that lays the groundwork for a strategic and solid partnership between the two organizations.

"Whether it's market growth, quality of service, the integration of new technologies, standardization or security, the air transport and postal sectors, now more than ever, share clear common interests," said UPU director general Edouard Dayan. "We must build a partnership ena-

bling us to respond concretely to the challenges we face."

Speaking at an airmail management forum, Dayan said interconnecting the airline and postal sectors' EDI networks was key to improved service as it enabled airlines to know in advance the exact load they had to carry and better manage their mail and parcel freight. About 20 airlines exchange EDI standard messages with more than 30 postal operators.

Dayan also stressed airlines' efficiency in transporting mail as public postal operators move towards pay-

for-performance arrangements.

"IATA and UPU both have an interest in the rapid and reliable movement of mail, and new technologies provide us with opportunities to improve performance and efficiency. This new agreement will help us achieve this goal," said Giovanni Bisignani, IATA director general and CEO. **RL**

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## M38 and IFS go hand in glove

Some 35 member countries linked to the International Financial Services (IFS) network now exchange electronic messages in accordance with the UPU standard M38. In a context where Posts are increasingly transferring money electronically, the standard offers a technology solution that "secures the content of a file and makes it possible to step up the fight against money laundering and other illegal financial activi-

ties", says David Avsec, head of IT development at the Postal Technology Centre (PTC). The development of these messages is the outcome of two years of close and fruitful cooperation between the UPU Standards Board and the PTC. Confidential data on amounts, addressee names and addresses are encrypted and may be read by the destination operator only, while other data on transmissions, compensation, money

order identifiers and tracking are unencrypted and can thus be used to evaluate performance. The flexible standard enabled postal operators to exchange over 140,000 messages in 2006, an 80% increase in the number recorded in 2002. **JD**

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## On mission

Yoann Orfeuvre, specialist at the UPU's Postal Technology Centre, was in New Delhi in February to install the IFS application and provide operational and technical training to about 10 people from India Post, including Avnesh Tyagi and Manish Gupta, pictured here. After China, India receives the greatest amount of remittances in the world. By adopting IFS, India Post becomes a key user of the UPU's financial network, which is being extended throughout the world (see article on page 14). India was also among nine Asian countries that took part in an IFS workshop held during the same UPU mission to New Delhi. **RL**



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**Visit the "UPU snapshots" section at [www.upu.int](http://www.upu.int) (in the UPU News Centre) to see more photos about the UPU's actions in the field**

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## Donations that go a long way

The Sri Lankan Post was able to purchase 120 bicycles, a van and other items to replace operational equipment lost in the 2004 tsunami, and the Pakistani Post acquired two vehicles after the 2005 earthquake, all thanks to the UPU special fund. In 2006, this fund, which is maintained by annual contributions from member countries, financed 16 training workshops (quality of service, cost accounting, postal reform, etc.) and distance-learning courses provided through the TRAINPOST platform, reaching over 550 participants worldwide. As well as paying

for urgently-needed training, equipment and supplies, the special fund also helps to maintain the presence of UPU regional advisers in the field. "Sustained action is having a very positive impact," says the International Bureau's Lahcène Chouiter, who is in charge of training for developing countries. "Nevertheless, despite the generosity of some countries, contributions are still not reaching the levels expected or required. We rely on donors to continue to finance initiatives that benefit the postal sector as a whole." The UPU has launched an appeal to

all member countries in order to boost its special fund in 2008. **RL**



.....  
By  
Carole  
Morgenthaler



.....  
Museum of Communication  
Frankfurt, Germany

# Operation “Charm”





The Penny Black, created on the initiative of Sir Rowland Hill and introduced in 1840, is the world's first postage stamp.

© by kind permission of the British Postal Museum and Archive

## British Postal Museum and Archive

London (United Kingdom)  
[www.postalheritage.org.uk](http://www.postalheritage.org.uk)



Ultra-modern display technology promotes interactivity with visitors.

## Museum of Communication

Berne (Switzerland)  
[www.mfk.ch](http://www.mfk.ch)



Postal and communications museums are lending exhibits to other museums, renovating their premises, finding new ways of presenting their treasures, introducing interactive features... In short, they are pulling out all the stops to meet the new challenges.

A new spirit of dynamism and innovation is changing the face of postal and communications museums. Faced with restructuring and other new challenges, they are using modern technical resources and productive partnerships to step up their efforts to reach a wider public.

But first, the background. To meet the needs of a public fully at ease with the interactive and virtual worlds, museums have revolutionized the way they present their exhibits. No longer is it merely a matter of putting the exhibits on display; the setting must be arranged, with sound effects, films, interactive terminals, and lighting effects from bright to soft.

Just a decade ago, postal and communications museums in Europe were still leading a fairly quiet existence under the ownership of postal administrations. Since then, however, a wind of reform has swept through the postal sector, which has given postal museums a new status and prompted them to change the way they operate. Some museums, however, still belong to the national postal operator, and sometimes need to find additional



The boules de moulins were metal cylinders holding between 400 and 600 letters, which were used to carry mail to Paris when the city was under siege. Submerged in the Seine above Paris, they rolled with the current along the river bed to the city, where they were caught in nets.

Boule de Moulins, 1870. © Musée de la poste, Paris



Letter dated 8 January 1871 sent by boule de moulins. It bears a «Siege of Paris» postmark and 20c blue Ceres stamps. It did not emerge until 6 August 1968, when it was fished out of the river at Saint-Wandrille in Normandy!

Letter sent by boule de moulins, 1871  
© Musée de la poste, Paris



Oak barrel used in the 17th and 19th century to carry mail on the most dangerous routes between Sweden and Finland. The mail always reached its destination because the barrel was unsinkable.

## Paris Postal Museum

Paris (France)

[www.museedelaposte.fr](http://www.museedelaposte.fr)



## Post Museum of Finland

Helsinki (Finland)

[www.posti.fi/english/postmuseum/](http://www.posti.fi/english/postmuseum/)

financial resources to meet the expectations of today's public. The winning formula, if there is one, seems to be a dynamic approach, collaboration with other institutions and very wide popular appeal.

### Competing for leisure time

"One of the greatest challenges postal museums around the world face in their interactive operations (exhibitions, publications, lectures, etc.) is probably represented by fiercer competition for people's leisure time," says Jahri Kahru, director of the Post Museum of Finland in Helsinki. People have an ever wider choice of ways to spend their free time, and this is forcing postal museums to be more competitive and tuned in to what today's public wants.

At the Paris Postal Museum, visitors travel back through time in semi-darkness. In the historical rooms, only the display cases are lit, while in the contemporary rooms, the lighting is bright. This dramatic use of lighting immerses the visitor in the past, and then reinforces the impression of modernity. To add to the impact, the items displayed in each room are accompanied by audiovisual presentations.

The Post Museum of Finland, which celebrated its 150th anniversary in 2006, goes as far as to refund the admission fee of any customers not satisfied with their visit. Touch screens, interactive terminals, films, the latest Internet sites ... nothing is too good for the public.

In an effort to satisfy everyone, most postal museums have devoted part of their exhibition to children and young people. "Lilla Posten" (The Little Post Office) at the Post Museum in Stockholm is undoubtedly the most famous example of this. Guided by museum staff, the children have fun "working" in a replica post office of the 1920s, completely scaled down to child size. And since 1998, schoolchildren have been able to mount their own exhibitions, like the one on the theme of the Titanic, created by schoolchildren from Trångsundsskolan in 2000. Back in Helsinki, the history of the Post is accompanied by a background of rap music.

Collaboration between museums of every kind, from all over the world, while not always easy, is proving ever more popular. At the Museum of Communication in Berne, "Animal Talk: Animal – Human Communication", is a temporary exhibition based on three exhibitions in Berlin, Bremen and Oldenburg and mounted in conjunction with the Natural History Museum of Berne. A single ticket is also valid for the two adjacent museums, linked for the occasion by a tunnel shaped like a giant caterpillar, which leads visitors into a multisensory exhibition.

The German museums of communication are particularly suited to cooperative ventures: the Frankfurt, Berlin, Nuremberg, Hamburg and Bonn museums all belong to the same foundation. Working together enables them to make effective use of funding and to reach a wider public. The museums of Denmark, Norway, Sweden and Finland also work together regularly. However, much of the potential of such collaborations remains untapped.

Some museums use special events to raise their public profile. For example, the A.S. Popov Central Museum of Communications in Saint Petersburg will celebrate the 150th anniversary of the issue of the first Russian postage stamp by organizing three events from 19 to 25 June 2007. The museum will host an international forum on the development of postal services worldwide and an international stamp exhibition. It will also inaugurate its revamped postal services exhibition. Since it reopened in 2003 after 30 long years of closure, business has been booming at this museum. The completely renovated building is now equipped with state-of-the-art technology to do justice to its vast collection.

Other museums have also spruced up their appearance by renovating their buildings; Frankfurt, for example, picked up a prize for architecture. The British Postal Museum, for its part, is still searching for a setting worthy of its collections. It currently operates as a research



Closed for 30 years, the fully renovated Saint Petersburg Communications museum re-opened its doors in 2003.

## A.S. Popov Central Museum of Communications

Saint Petersburg (Russia)  
[www.rustelecom-museum.ru](http://www.rustelecom-museum.ru)



Ettan, the first Swedish motorized post bus, served the north of the country in the early 1920s. It carried both passengers and mail in these sparsely-populated regions.

## Post Museum of Sweden

Stockholm (Sweden)  
[www.postmuseum.posten.se/](http://www.postmuseum.posten.se/)

centre, as there is not enough room to display its historical artifacts. They are, however, on public view on special occasions, and at other museums, such as the Coventry Transport Museum, which exhibited some of the collection this summer.

The Prague Postal Museum has the whole of a former Cistercian abbey in Vyšší Brod, close to the Austrian border, in which to display its fabulous historical treasures. Its prestigious stamp collection is housed in the main museum premises, a 17th century building in the heart of Prague, which will host the world postage stamp exhibition, PRAGA 2008.

Postal and communications museums have launched an all-out charm offensive. How can we resist?





80 Austrian Blue Mercuries, dating from 1851. They are only exhibited on special occasions.

## Post Museum

Prague (Czech Republic)  
[www.cpost.cz](http://www.cpost.cz)



Visitors can listen to stories of the history of communications.

## Post & Tele Museum

Copenhagen (Denmark)  
[www.ptt-museum.dk](http://www.ptt-museum.dk)



Washington's National Postal Museum allows access to its collections via the Internet.

## Smithsonian National Postal Museum

Washington (United States)  
[www.postalmuseum.si.edu](http://www.postalmuseum.si.edu)

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**Interview by  
Carole  
Morgenthaler**

Collections:  
“you have to  
focus on their  
cultural  
dimension.”

The Conference of European Communications Museums (CECOMM) took place last November in Copenhagen (Denmark). Held every two years since 2000, CECOMM provides a valuable opportunity for the directors of postal and communications museums – about 50 attendees from Europe, but also Canada, Cyprus, Iran, Latvia and Russia – to discuss their experiences and ideas. Mark Steadman, CECOMM coordinator and head of exhibitions at the Post & Tele Museum in Copenhagen, tells us all about the conference and the challenges facing postal and communications museums.

What were the highlights of the conference?

There were numerous discussions on matters relating to the public and on the way collections are chosen. There was a general feeling that the people who visit museums exhibiting stamp collections were generally older. These museums need to find new ways of attracting a different, younger audience. Other discussions focused on the different ways of exhibiting and talking about stamps. For example, general historians and those specializing in the arts view stamps from the perspective of national identity. This cultural dimension should be explored further. One of the main aims here is to connect stamps and cultural history. We also discussed the national conservation standards, which do not always help curators understand how to deal

with specific objects. Finally, we talked about international networks that make it possible to share best practices for exhibitions. And there were the usual discussions about digital applications. You know, collections are huge, often comprising millions of objects. The public really has very little access to all these collections and it is very difficult to talk about them or to make them appealing to the public in any way. We should try to think of a way to make use of them, and how we might sell the ones we have several copies of. The National Postal Museum in Washington made a good deal of money selling items on the Internet. We find it a bit shocking to sell collections, but we need to make sure we use these objects in order to conserve them.

#### How do you make these collections more appealing?

You have to focus on their cultural dimension. At the Post & Tele Museum in Copenhagen, one art historian has been working on Danish stamps for the last three years. We try to make people aware that these stamps belong to Denmark's culture,

to its national identity and its heritage. The Canadian Postal Museum has also linked stamp collections and popular culture in an exhibition called «The Post Goes Pop». This is another dimension, it's culture, but it's popular culture. And it's another way to make stamps more appealing.

#### Did you discuss the financial aspects? In other words, how to find funding for these collections?

Funding is a concern for most museums, but it was not a burning issue at the conference. We did, however, have long discussions on the problems relating to our status as a foundation, particularly our relations with boards of trustees and the subjects we are able to discuss with them. In Copenhagen, for example, we have secure funding and relations with our trustees are good. However, when we try to extend outside our traditional scope, this can cause tension, because we have certain requirements to meet with those who are funding us.

› [Read the full interview on Union Postale's Web page at](#)

› [www.upu.int/union\\_postale/en/index.shtml](http://www.upu.int/union_postale/en/index.shtml)

# What's on

## **Moving the Mail: from Horses to Horsepower**

The fascinating story of mail transport by road  
1 April – 31 October 2007  
Grampian Transport Museum, Alford  
(United Kingdom)

## **Avec le Facteur Cheval**

Meet an extraordinary man:  
Ferdinand Cheval, letter carrier by trade  
6 April – 1 September 2007  
Musée de la poste, Paris (France)

## **New philatelic exhibition**

The postage stamp, a reflection of the world  
in which we live  
From 12 May 2007  
Museum of Communication, Berne (Switzerland)

## **The Post goes Pop**

From movies, music, books and more, postal themes  
show up everywhere in popular culture  
Until 13 April 2008  
Canadian Postal Museum, Gatineau (Canada)

## **Out of the Mails**

An exploration of the mail service on the Loyalist  
and Revolutionary sides of the war and the chal-  
lenges of the postwar system  
Until 31 January 2008  
National Postal Museum, Washington DC  
(United States)

## **Linnaeus, the letter-writer**

Portrait of Carolus Linnaeus, one of the most prolific  
letter-writers of the 18th century  
Postal Museum, Stockholm (Sweden)

# Bamako model takes root

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The arrival of a “fair” money transfer service promoting south-south exchanges is bringing a new deal to the market in five African countries – and its future looks promising.

.....

**By Emmanuel Deonna**

**Photo: Ray Witlin/Banque mondiale**

Since last December, Mr. Traoré (not a real person), a Burkinabe living in Bamako, Mali, can now call in at his local post office to transfer money to his wife and three children back in Ouagadougou. He does this using the International Express Money Order, a new money transfer service provided by Mali Post, and also by Posts in Burkina Faso, Togo, Benin and Niger.

The service, launched jointly on 19 December 2006 after each of the Posts signed bilateral agreements, is part of a regional integration policy. It is also an effective response to one of the main problems encountered by migrant workers like Mr. Traoré: access to secure, affordable money transfer services.

This is a challenge many players in the international arena, including the postal sector, are keen to take on. Money transfers by migrant workers are now considered a principal way of reducing poverty and fostering economic development. According to the International Organization for Migration, the world’s 200 million migrant workers transferred no less than 167 billion USD through official channels in 2005. Some 90 million of these migrants left their country of origin to work in another developing country, and flows circulating south-south probably account for between 30% and 45% of the amount mentioned.

.....

**Money transfers by migrant workers are seen as a key driver of poverty-reduction and economic development**





# Call centre delivers consistent and efficient service

Against this background, the world postal network, a long-time provider of financial services, is contributing to global efforts to maximize the potential of cash transfers by migrants, as the Bamako project already proves. "Since the International Express Money Order service was launched in the five pioneer countries, we have already seen rate reductions, with some operators cutting prices by 75%," asserts Arthur Kafando, director general of SONAPOST and chairman of the implementation committee of the IFS-based International Express Money Order regional project in West and Central Africa.

As Kafando explains, the contracting parties mutually agreed that International Express Money Order issue rates should be based on operating costs, allowing for a reasonable margin. This would in turn position the International Express Money Order as "the most economical electronic money transfer service for customers".

The number of people who stand to benefit is already set to increase: meeting under the umbrella of the Pan African Postal Union at its extraordinary conference in Bamako late last August, 26 directors general of postal administrations undertook to deploy the electronic money order by the end of March 2007 in 21 countries that did not yet have the IFS system. Their objective: to extend the service throughout the continent by July.

"This project has enabled Posts to undertake coordinated action; the UPU offers them the support of a multi-lateral framework," points out Henri Biadala, from La Poste Group, the promoter of the project.

There are already signs that the arrival of a "fair" money transfer service, an event covered by the African media, has shaken up the money transfer market in the five pioneer countries. As Henri Biadala is pleased to report, "This market's volume is already outstripping the potential of paper money orders, an indication that the new service has already captured some informal sector activity, which normally remains outside the economy and often leads to crime."

.....  
Given the low volume of transfers currently generated in the majority of Posts newly linked to the IFS network, operations are optimized through a central call centre, which guarantees that electronic money transfers are processed consistently and efficiently. The call centre provides and manages an IP telephone network, making secure and free communications between Posts possible. The Centre, which has a service contract with participating Posts, is located in Bamako and employs some 30 people. Given the very positive experiences of Mali and Niger, the vast majority of the 21 African countries joining the IFS network have opted for this solution.

## Solidarity

How can the network's success be guaranteed, and the synchronized, simultaneous launch of the International Express Money Order achieved? The African Posts addressed these very concrete questions at three meetings held between August and October 2006 on the initiative of the Bamako Group. Delegates developed a methodology for addressing operational, commercial and technical issues, as well as planning and monitoring tools. In order to optimize exchanges via the IFS network, the results were incorporated into two operational workshops held in Douala and Dakar in December and January last year for African countries joining the network. In line with an approach based on co-development, the African regional project is producing some outstanding examples of solidarity.

"Burkina Faso helped with the set up of the IFS network in Niger. At operational workshops, representatives of countries already equipped with IFS, such as Burkina Faso, Togo, Cameroon and Senegal, shared their experience with newcomers. In African English-speaking countries, Nigeria will help to extend the network," report Yoann Orfeuvre and David Avsec of the UPU's Postal Technology Centre.

What's more, the five countries part of the Bamako project focused their combined efforts on a joint processing centre (see box), ensuring a simultaneous start-up on the same day and consistent service quality.

### Towards a multilateral framework

The regional project also contributes directly to the development of new standards for electronic payment services. At present, designated postal operators enjoy contractual freedom in this area. For the UPU, the purpose of a new recasting of the Postal Payment Services Agreement (which dates back to 1878) would be to pave the way for the application of uniform principles, leading in due course to the development of a worldwide electronic payment network.

This is the enormous task that experts attached to the Postal Operations Council's postal financial services group are undertaking, drawing on lessons learnt from the African experience. They are studying the various aspects of a multilateral agreement, problems relating to payment and clearing, and questions concerning the logo and brand image. Their recommendations, forwarded to the Council of Administration's working group in preparation for the next Congress, stress the social role of postal payment services, and the specific features of payment orders sent by electronic means.

These distinctive features are part of the International Express Money Order. Indeed, judging by its success so far, the African regional project already stands as a

benchmark, not only in theory, but in practice as well. "If a service can operate well in very poor areas with large populations of migrants and under-equipped Posts, it should, logically, be possible to introduce the same service elsewhere," says Marie-Odile Pilley, postal financial services expert with the International Bureau.

The methodology resulting from the work of the Bamako Group is expected to spread from now on. A conference organized by La Poste Group and the International Bureau, at which the IFS network was presented, took place in Bangkok last November, attended by 20 Asian countries. Nineteen countries took part in a workshop in India at the end of February and other events will take place in Latin America in the near future. This regional approach, coordinated by the International Bureau's development cooperation directorate, aims to create corridors between large sending and receiving countries within a region, or between two regions. In time, linkage via the IFS network should spread, enabling a large number of countries to provide the International Express Money Order service.

› [Arthur Kafando, director general of SONAPOST, answers three additional questions:](#)

› [www.upu.int/union\\_postale/en/index.shtml](http://www.upu.int/union_postale/en/index.shtml)

## The mailbox

# “In praise of handwriting”

Despite the gradual replacement of physical mail by electronic means of communication, there is one area where the Internet cannot compete: the fact that our handwriting is a reflection of our personality... There can be no doubt that the many elements that make up our handwriting speak volumes about the way

we relate to the world around us. Without the aid of a keyboard, our hands manage to fill a simple information letter with more details about ourselves than a dozen e-mails.

**José Miguel Grandal López**  
Main Post Office, Cartagena (Spain)

### › Write to us!

We welcome letters to the editor. Post a letter by mail, or send it by e-mail to [rheal.leblanc@upu.int](mailto:rheal.leblanc@upu.int), with your name, address, telephone number and e-mail. When necessary, letters chosen for publication may be condensed.

# WHAT'S THE MOST VALUABLE TOOL TO DRIVE SUSTAINABLE GROWTH AND POWERFUL RELATIONSHIPS? MAIL!

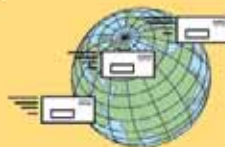
The Postal industry has significant potential for long-term growth so long as mail continues to be the most effective medium for business communications.

Growth will come from increased co-operation of posts and suppliers, responding directly to customers choice.

Service innovation and integration through technology will deliver revenue growth, cost reductions and increased customer loyalty. Pitney Bowes is the leader in creating technologies to bring posts and mailers

Pitney Bowes operates in 130 countries around the world, investing in the growth of mail. Our innovative technology creates solutions that bring Posts and Mailers together for greater productivity.

Pitney Bowes promoting partnerships to deliver profit.



together to optimize the entire mailstream.

Mail is a valuable tool for sustainable growth with the power to build valuable relationships. Mail adds impact by being

targeted, universal and non-intrusive. Mail has that ability to get the right message, to the right person, at the right time.

Our goal is to make those who use the mail more successful. Pitney Bowes invests time and resources, in partnership, to ensure mail delivers.

 **Pitney Bowes**

*Engineering the flow of communication™*







# Parcels on the rise

By  
Jérôme Deutschmann

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The parcels business is thriving! In 2005, Posts delivered 6 billion of them, a year-on-year increase of 11%. This success is often put down to innovation and improved customer service, but the growing popularity of e-commerce also has a lot to do with it.

According to UPU data, the worldwide parcels market is steadily growing each year. The sharpest regional growth was recorded in Latin America and the Caribbean (12.9% respectively) as well as in the industrialized countries (12.4%). In the international service, the number of parcels rose to 43.7 million items, a year-on-year increase of 3.4%.

The segment's growth may be directly attributed to the predominance of e-commerce. The year-on-year increases recorded – as high as 25% depending on the country – have led experts to claim that the growth is still in its infancy.

Judging by the figures, the Posts have the credentials to become trusted intermediaries between e-retailers and customers. They enjoy unrivalled geographical coverage and the trust of customers, and the logistical structures under their control make them major market players with a capital "M". Private operators currently hold the lion's share of the market, but the situation could be reversed. How? "By creating conditions that enable Posts to ben-

efit from the impact of e-commerce on parcels," says Brazil's António Braquehais, co-chairman of an e-shopping project team at the UPU, and by promoting exemplary practices.

#### **E-commerce and online parcels**

In this connection, the e-shopping project team has identified the opportunities that e-commerce offers to Posts to show the benefits of online shopping portals: methods of payment, hosting of portals, advertising, search engines, etc.

One such portal worthy of emulation is CorreiosNet Shopping. Launched by the Brazilian Post, it now hosts over 500 virtual stores (mainly small and medium-sized businesses). It offers a secure payment service, online tracking of orders, including the various delivery stages, a product and price comparison search engine, and the possibility of calculating national, international, express and economy delivery rates. In short, everything it takes to satisfy the potential customer.

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**E-commerce in 2006: some figures**

United States	100 billion USD
United Kingdom	98 billion USD
Germany	78 billion USD

Source: ComScore, Forrester Research

.....  
**Deutsche Post's automated kiosks allow customers to post or collect parcels round the clock.**



"This site is a great success story. It promotes parcels services and integrated logistics solutions for placing orders and making use of postal services," points out Braquehais. Over 9 million transactions are processed each month. The portal also offers its 200,000 monthly customers the rapid and reliable e-SEDEX express delivery service, geared to online sales. Thanks to this portal, the Brazilian Post delivered 5.65 million parcels in 2006, a year-on-year increase of 34%, representing over half the retail commerce conducted online in Brazil.

In Africa, where, according to Nielsen/NetRatings and the International Telecommunications Union, the Internet penetration rate has increased by 625% over the last six years, e-commerce holds great potential and could contribute to the economic and social well-being of the local populations, which increasingly have access to new information technologies, particularly at post offices.

The Moroccan operator Barid Al-Maghrib has clearly understood the importance of parcels in the e-commerce stakes, and has now positioned itself a leading deliverer of goods purchased online. To that end, it has restructured its express parcel delivery service and launched two courier services, AMANA Ship and AMANA SMS. The first offers automatic calculation of delivery charges, postal prepayment via the Internet, online tracking and tracing of orders and a barcode printing module; the second uses SMS technology to track and trace parcels.

**A standardized delivery network**

These innovations, which open the door to numerous e-commerce options, are a clear indication of Posts' willingness to adapt their offer to demand, respond to customer needs and secure customer trust.

For its part, the UPU helps Posts to meet the needs of customers who want a fast and reliable parcels service. "Posts need to become more commercially oriented and responsive if they hope to increase, or even retain, their market share," says Gary Simpson, chairman of the Postal Operations Council's parcels group.

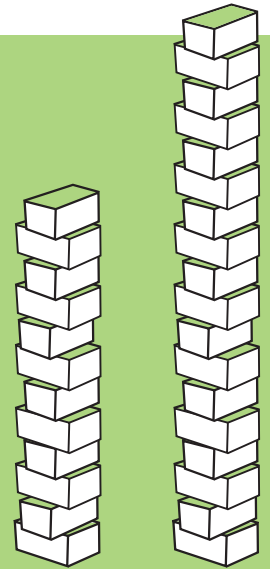
In the run-up to the Nairobi Congress, the parcels group will seek to have a number of minimum requirements adopted for the international parcels network in order to improve the quality of exchanges. The group will focus on promoting the use of barcodes and parcel track-and-trace systems and developing evaluation systems using EDI messages sent via various systems.

The "postal parcel" product should naturally be enhanced, but within a regulatory framework adapted to changing market requirements. A working group responsible for the parcels delivery network has thus established the requirements for data entry and exchange, track and trace, performance, compensation and liability, and parcel identification. For this last aspect, a unique, 13-character barcode must be affixed to all outbound parcels. The barcodes currently used by 141 operators facilitate tracking, reduce the risk of parcel missorts by the destination operator and allow customs data to be incorporated.



Japan

# Parcels redesigned for success



2004  
1,4 billion  
parcels sent

2005  
2 billion  
parcels sent

Needless to say, optimum customs formalities are part and parcel of smooth international exchanges. The planned publication of an online postal guide to exports will enable senders of parcels to obtain information on the regulations governing imports in the destination country.

The minimum requirements applicable to parcels, which will be fine-tuned and gradually introduced between now and the Nairobi Congress, include the Cricket system, a new information-sharing system for operators introduced in January 2006 to speed up the processing of customer inquiries. Twenty-five Posts have already adopted the Cricket system. Incentives are planned to increase the number of users in order to put in place a seamless international delivery network.

The parcels segment is a future growth area requiring considerable investment. If Posts are to play a prominent role in this much sought-after market segment, they should pay particular attention to the latest consumer trends and forge alliances with the new economic stakeholders.

Japan Post enjoyed the biggest increase in parcel volumes in 2005, when the number of items dispatched by its services topped the two billion mark, far outstripping the previous year's total of 1.4 billion.

Its usual parcels range was enhanced by the Sasshi Kozutsumi (booklet parcel), used to send brochures or printed matter at more favourable rates than those for ordinary parcels. Large retailers and mail order companies have been quick to adopt this product, which offers substantial discounts for bulk mailings of 500 or more items.

Another product, the Yu-Pack, totally redesigned in 2004, has also proved a resounding success. Pricing for this product is based on size rather than weight. A flat rate applies to items up to 30 kg. Always looking to innovate, Japan Post is even now marketing Yu-Packs designed to carry golf clubs, ski equipment, travel bags and refrigerated products.

This success is largely due not only to its broad range of innovative products, but also to the alliances it has made with grocery chains. The posting and collection of parcels via receptacles located in convenience stores with extended opening hours is yet another winning move in Japan Post's battle to capture market share.



Yu-Pack



# The mid-term

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The executive team of Edouard Dayan and Guozhong Huang has been moving in high gear ever since their arrival at the International Bureau in early 2005. Now halfway through their term, the UPU director general and his lieutenant take stock of their first two years.



What have your first two years been like at the UPU?

**E. Dayan** My enthusiasm has not diminished. I still have the same goals – to strengthen the organization's role, develop and promote its activities at all levels, enhance its legitimacy within the United Nations and as an international player, and help to achieve the Millennium Development Goals. The Dubai Strategy Conference was a special opportunity to assess our initial achievements and to have an overview of what we are doing and our role for the future.

My goal is to address our member countries' wide-ranging needs, while maintaining a certain degree of flexibility. We need to adapt to specific needs, like the Postal Technology Centre, which develops very sophisticated tools that are virtually ready to use. We have also organized our activities in order to deliver better quality services and at less cost, simply by changing the way we work.

It is also very satisfying to see 127 countries, twice as many as in 2005, now taking part in continu-

ous service quality testing. The parcels sector has made spectacular progress and we also see steady development of the electronic money transfer network.

**G. Huang** We have indeed made progress. With the period between Congresses now shortened, the pressure is being felt, but we must move forward with implementation of the Bucharest World Postal Strategy as planned.

What were the biggest challenges in the last two years?

**E. Dayan** We first had to position ourselves within the information society. At the Tunis Summit in 2005, the UPU was designated to assist in the development of e-commerce. This recognition was an historic turning point, since postal sector issues are now considered to be among the major international questions. We also had to open up the UPU to all sector stakeholders with the creation of the Consultative Committee. Finally, even with the best ideas and the best management techniques in the world, if

people are not motivated or do not play an active role in this change, then we cannot move forward. Congress has quickened the pace, which should help the UPU to reform itself, because the world around us is changing very fast. Therefore, we not only have to adapt, but also anticipate the changes going on in our sector, reinforce our strategic role and drive this change ourselves.

The postal sector's role in narrowing the digital divide was recognized in the official documents of the World Summit on the Information Society. The UPU was also called on to assist in the development of e-commerce. How will the UPU take on these roles?

**G. Huang** This is a good opportunity to demonstrate the postal sector's ability to adopt new technologies in order to modernize and upgrade postal services and bridge the digital divide. Our vast network can offer people many points of access to different technologies and information. We will continue to promote this asset.

By  
Rhéal LeBlanc

Photos:  
Manu Friederich



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# More and more countries and organizations are coming to us, because we made the effort to approach them.

In the area of e-commerce, the delivery of merchandise ordered via the Internet is a physical operation. Here, the postal sector plays a vital role in developing the parcels market and emphasizing quality of service. The UPU's e-products and services group has also developed a comprehensive sectoral strategy that will be incorporated into the Nairobi Postal Strategy. The introduction of the .post domain name also represents a strategic opportunity for the entire sector. Thanks to common technical standards to be adopted worldwide, new technologies provide powerful tools for interconnecting networks and systems and promoting the integration of the worldwide postal network.

In general, what is the state of the worldwide postal sector today?

**G. Huang** The postal sector is still very relevant. Postal services play an essential role in the development of economies, particularly in developing countries and the least developed countries. In this context, the UPU is increasingly promoting efficient postal services

throughout the globe. Our future is still very promising and the sector contributes a great deal to the global economy.

**E. Dayan** The nature of the postal sector is changing. Positioned in the world of communication in all its forms, we ensure the convergence of the physical, electronic and financial networks. Communication has never stopped growing. What has changed are the methods, the technologies. So rather than being threats, these new technologies represent outstanding opportunities.

While growth in urgent mail is stagnating in industrialized countries, there is tremendous growth potential in emerging countries. Direct mail is growing everywhere. The UPU can contribute to this growth by focusing on standardization, addressing, improved quality and return mail management, for example, and by promoting best practices. The emerging e-commerce market is also growing rapidly.

And finally, the ability to be a truly local service, right there within

reach of the customer, is an extremely valuable asset for the sector.

The UPU has opened up considerably since Bucharest. Does the Consultative Committee fulfil the role that was designed for it?

**E. Dayan** With the creation of the Consultative Committee, we were able to establish principles and, at the same time, overcome a psychological barrier. It was important to show that the UPU could work with organizations that had seemingly opposing interests, on the basis of our common interests. As an inter-governmental organization, the UPU is the guarantor of neutrality and independence and of an overriding interest, namely the lasting assurance of the universal service, development of the market and the narrowing of the economic and digital divide between countries. It was not a foregone conclusion in 2005 and today there is still much to do, but each member understands the importance of working together in areas of common interest, such as security and standards.





More than just a body of observers, the Consultative Committee has become an active source of proposals. In this respect, its creation has been a success. We now have to ensure that it represents the economic and geographical interests that have yet to be taken into account.

Improving quality of service, developing money transfers, regionalization, postal reform... the UPU has embarked on a series of ambitious projects. How do you successfully carry out all these projects with the resources available?

**E. Dayan** The International Bureau must adapt to its new missions in order to meet members' expectations and bring its action to the international stage. Since our arrival, there has been no revolutionary change, but through a gradual process of adaptation, we have been able to clarify our main objectives and priorities. We have also introduced result indicators to further professionalize staff and to take performance into consideration. This has meant a change of

culture in the way the Bureau operates, by giving more meaning to what we do, and by promoting teamwork, communication and transparency. There is real change taking place.

But how do you finance projects in the context of zero nominal budget growth?

**E. Dayan** We not only need to be more imaginative, but also take greater care in the service we provide to our members. While improving service, the UPU must assess needs and make member countries aware of their responsibilities, since it is up to them to define our organization's priorities. There are two ways to approach this: the regular budget, which offers the same services to everyone, and optional services, which in theory should be self-financing, since support costs still remain under the regular budget.

However, this raises several questions. Can we arrange to keep basic services separate from optional services? Next, with the aid of new technologies, should we maintain strict definitions of basic services relating to the universal service? To develop the parcels sector, shouldn't computerized tracking be made an integral part of basic services? And how do we ensure access to these services in all countries? Finally, if activities are increasingly becoming optional and extrabudgetary, how are they able to direct the organization's action?

The issue is not a simple one and we need to consider all possible options. This is what the group on the financing of the Union, chaired by Hungary, is doing now. One idea now being considered is requiring

that all resolutions submitted to Congress include budget estimates and possible sources of financing.

**G. Huang** Zero nominal growth has made it necessary to explore other funding options. We have also made changes at the International Bureau to improve efficiency, among them, the creation of a careers board and publication of a code of conduct to promote staff development and clearly define responsibilities.

What do you say to those who still doubt the UPU's ability to represent the interests of all sector stakeholders?

**E. Dayan** I can see that we are steadily gaining credibility on the strength of the results we have achieved. We work closely with international organizations, including the United Nations, and new partners are taking part in our work. There is also our observer status with the World Trade Organization and the International Organization for Migration, INTERPOL's recognition of our expertise and

the strengthening of our relations with the International Telecommunication Union, the World Customs Organization, the International Air Transport Association and the International Standards Organization. In Dubai, the wide range of participants included ministers, investment banks, law firms, etc... these are all indications. More and more countries and organizations are coming to us, because we made the effort to approach them. The more we demonstrate our credibility with the results of our actions, the more credible we become.

Do you feel that the decision-makers are more interested in the postal sector than in the past?

**G. Huang** There has been progress on this front. We now have closer ties with embassies and, through them, we are succeeding in making the UPU better known, in raising its profile. Our organization has also been very active within the United Nations. And when we visit countries, we usually try to meet with the minister in charge of postal services, or even with the prime

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## As postal sector members, we can change the image of the postal service ourselves.





minister or president. While the government in some countries may not always give priority to the postal sector, which is important, the postal operators there continue to improve quality of service, meet the needs of consumers and businesses and use new technology to help develop the national economy. As postal sector members, we can change the image of the postal service ourselves.

**E. Dayan** In this area, the integrated postal reform projects launched by the International Bureau have been very successful in getting governments to prepare clear rules of governance to promote sector development. This is a first. We have signed close to 30 agreements in less than two years. Furthermore, to make our actions more coherent and more effective, we have implemented regional development plans that constitute veritable partnerships with governments, embassies, postal operators, regulatory bodies and regional organizations. Our actions are based on priorities defined by Congress, and we are

preparing precise indicators approved by the countries and the region, and helping them to find the necessary resources and to measure results. This is quite new. We began in Africa and will continue in the other regions.

Why was it important for the UPU to obtain observer status with the WTO and the IOM, for example?

**E. Dayan** Postal services are covered by the General Agreement on Trade in Services. At the same time, it is necessary to guarantee the universal service and to take account of the specific characteristics of developing countries, to have greater legal security in the discussions on access to markets and to avoid having to resolve problems of compatibility between WTO decisions and UPU decisions. In Dubai, Pascal Lamy himself spoke about the three-dimensional network and the importance of the postal sector for economic development. This gives us an exceptional legitimacy because our two organizations, each in its own way, contribute to the development of international trade.

Furthermore, migration trends continue to evolve. In partnership with the IOM and by using the latest technologies, we are trying to find solutions for the problem of money transfers, by thinking first about migrant workers' needs and by complying with international standards relating to the fight against money laundering and security threats.

What will be the UPU's priorities between now and the Nairobi Congress?

**E. Dayan** First of all, to consolidate our ongoing actions and to present a positive assessment of the Bucharest World Postal Strategy. Inevitably, most of these actions will need to continue. Next, we will have to continue preparing future action based on the concepts that emerged from the Dubai Conference, including the interconnectivity of networks, the role of the postal sector in the information society, governance and development.

# Open to dialogue

By  
Rhéal LeBlanc

The Universal Postal Union's 132-year-old magazine is changing, a reflection of the new environment in which the organization and the entire postal sector are evolving.

Indeed, the postal landscape has changed considerably in recent years. Consultative Committee members are active in UPU affairs, new operators enter the market every day, governments increasingly create regulatory bodies to better monitor the market, and the postal sector finds itself at the heart of an information society revolution, among other things. New issues, new players, new priorities ... we felt it was time the magazine should reflect this.

While redesigning *Union Postale* is about presenting news more effectively, it's also about opening up dialogue with readers and postal sector members.

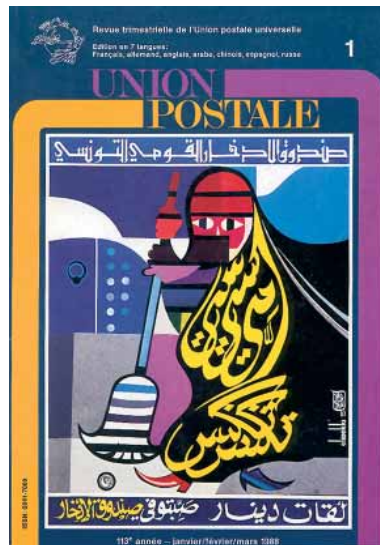
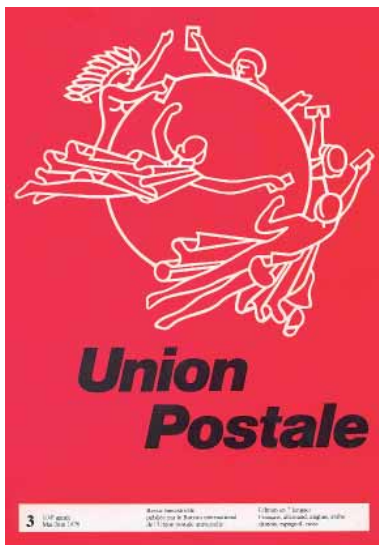
To do this, some features have been refocused, others dropped and new ones introduced. The feature previously called *Face to face with postal leaders* is now *The Interview*, giving us the opportunity to publish interviews with a wider range of postal sector representatives. The features *Right to communication*, *Post office in the spotlight* and *Philatelic Forum* have been dropped after years of continuous run, but we will continue to publish articles on related topics when there is interesting news to share. A new section called *Market focus* features some of the more important postal news making headlines around the world, as much among private operators as public ones. Other features could also appear periodically.

With magazine space at a premium, especially for a quarterly publication, we will try to make better use of the Internet to share additional information we couldn't print. In this first issue, for example, the full interview with the Danish Post's Mark Steadman, who coordinated the organization of an international conference for postal and communication museums in Copenhagen last November, can be found on the *Union Postale* Internet page as a side story to this issue's cover story. You will also find photos of some of the more unusual artefacts from the collections of the museums mentioned in the cover story.

Finally, in addition to the official French and English versions, the Arabic, Chinese, German, Spanish and Russian versions of *Union Postale* will be delivered to readers complete with photos and illustrations.

We hope the new look and feel of the magazine is a hit and, as usual, we welcome your comments and views about published stories or the postal sector in general. So don't be shy. Write us a letter!

Creative covers, clear layouts, new features, crisp copy ... After 10 years with the same look, *Union Postale* takes on a fresh, modern approach.



Issues from 1979, 1988, 1993 and 2004 show the evolution of *Union Postale*.

## Market focus

### China reforms postal services

As part of its efforts to reform the country's postal services, the Chinese postal administration has placed its activities under the control of two separate entities: State Post Bureau, a regulatory authority charged with monitoring the market, and China Post Group Corporation, a designated operator responsi-

ble for commercial activities. The regulatory authority will foster healthy and fair competition, while the new postal corporation will launch new products and services, particularly in the courier/express sector, and will increase the number of regional post offices and restructure its savings activities.

Source: Chinadaily.com

### Postal services an EU priority

The liberalization of postal services ranks among the priorities of three consecutive European Union presidencies; Germany, Portugal and Slovenia will each be taking their turn at the EU helm for six months between now and July 2008. The new directive on the accomplishment of the internal market for postal services will be prepared with a view to regulating a market estimated at 90 billion euros. This question is all the more important as the

European Commission proposes fully opening the market to competition in 2009, and abolishing national operators' reserved area for items weighing less than 50 grammes.

Source: German EU presidency

### India Post adopts RFID

India Post will be one of the first organizations to use radio frequency identification (RFID) technology for express parcels and its postal logistics infrastructure. The postal administration plans to invest in this cut-

ting-edge technology by introducing an online tracking system to meet customer needs and computerizing its post offices.

Source: The Financial Express

### Algeria Post moves ever closer

Algeria Post will shortly open local postal outlets in major cities in order to meet customer needs and improve quality of service. These outlets, located in high population-density areas, will enable citizens to obtain information on various services, access the Post's website and withdraw money, thanks to the 2.5 million magnetic stripe cards to be issued to giro account holders by July 2007.

Source: algerie-dz.com

### Intelligent Mail, a GPS system

The United States Postal Service (USPS) announces that its new Intelligent Mail service, a combination of standardized intelligent barcodes, continuous mail-tracking and real-time information for customers, will revolutionize the postal sector in 2009. Postmaster General John Potter has described this service as a "global positioning system (GPS) for mail", and says the standardized intelligent barcode will be affixed to all items, letters and large envelopes, and to all containers.

Source: ePostal News



## Market focus

### DHL Express goes green

DHL Express recently purchased 21 natural gas vehicles that emit very low levels of particulates and nitrogen oxide. The vehicles comply with existing and anticipated European minimum standards and requirements for air quality, and supplement Deutsche Post World

Net's parcel delivery fleet, which now boasts 170 environmentally friendly vehicles.

Source: Deutsche Post press release

### New secretary general takes over at PostEurop

Ingemar Persson became the new secretary general of PostEurop on 26 February. After 37 years with the Swedish Post, he replaces Marc Pouw, who was in the job for six years. Persson said that one of his main challenges would be to maintain "a level playing field" between

postal operators within a gradually liberalized postal environment. A restricted union of the UPU, PostEurop has 43 European postal operators as members.

Source: PostEurop press release

### Aéropostale soon to be South African?

Aéropostale, the French airmail carrier made legendary by the exploits of aviator and author Antoine de Saint-Exupéry, could soon be in foreign hands. The sale of the airline, now known as Europe Airpost, would be highly symbolic and would mark the end of an era for French aviation history, and would see one of

France's biggest carriers – over 400 employees and a fleet of 26 aircraft – moving into the hands of a potential South African bidder. The move is driven in part by environmental concerns: the French Post is looking to re-focus on rail freight, a greener option than the plane.

Source: Le Monde

### UNI-Europa Postal opposes postal directive

UNI-Europa Postal, the trade union that represents the postal sector worldwide, is campaigning against the draft revision of the European postal directive aimed at fully liberalizing the market in 2009. According to UNI Postal head of department John Pederson, full market liberalization would lead to large-scale job losses, with staff being replaced by temporary or part-time staff on precarious contracts. He also stressed the importance of maintaining the universal postal service and uniform pricing in the new directive.

Source: UNI Postal press release

### ZIMPOST invests big

This year, ZIMPOST will spend at least 3 billion USD on various capital projects. The Zimbabwean operator plans to build two new post offices, purchase mail transport vehicles and set up 10 mobile offices to serve remote areas of the country. This outlay goes hand in hand with the diversification of certain services, such as courier services, and the forging of partnerships with publishing houses, insurance companies and the national radio/television broadcaster.

Source: AllAfrica.com

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