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FSR 7th Conference on the Regulation of Infrastructure

Florence, 21-22 June 2018

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INTRODUCTION

- **Postal operators are the first communications companies**
- **Disruptive impact of the Internet on most business models**
- **Postal sector one of the first that was affected: e-substitution**
- **But on the other side: e-commerce: with impact on parcel delivery**
- **It has proved to be resilient, reacting in different ways**
- **Which are the assets of the Postal Operators?**
- **How did 5 big European Postal Operators reacted?**
- **Postal operators as ground based online platforms?**



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ASSETS OF POSTAL OPERATORS

- **Strong brand /trust**
- **Physical presence on the whole national territory / large number of employees**
- **Social role within the community**
- **Vehicles**
- **Large databases**



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5 BIG EUROPEAN POSTAL OPERATORS

- **Royal Mail, Deutsche Post DHL, Le Groupe La Poste, Poste Italiane and Correos Group**
- **Different business strategies (focus on the 2016 Annual Reports)**
- **They all profit from digitalisation and technological development to improve their services**
- **The 26th Conference on Postal and Delivery Economics as an opportunity to gather feedback and fine-tune the analysis.**



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Royal Mail:

- mainly focused on traditional delivery services
- Improvement of the quality of the service
- Geographic expansion



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Deutsche Post DHL:

- **Mainly focused mail and logistics**
- **Improvement of the quality of the service**
- **Geographic expansion**
- **Also looking at new services such as food logistics, health care, etc.**



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Le Groupe La Poste:

- Still large focus on traditional delivery services
- But also diversification: banking, insurance and asset management and telecommunications
- +: sharing economy/smart cities: co-mobility, paper recycling, health products delivery



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Poste Italiane:

- **Reduced focus on traditional delivery services**
- **The most diversified postal operator in the world**
- **Banking, Insurance Services and Assets Management**
- **major MVNO**



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Correos Group:

- Still large focus on traditional delivery services
- Building partnerships with online platforms (e-commerce)
- Acting as enabler for e-commerce businesses



Table 2 *Operating revenues of five EU major Postal Operators, percentages*

Royal Mail			
UKPIL (letters)	Express	GLS (parcels)	Other Services
78,3	0,0* (included in UKPIL and GLS)	21,7	0,0
Deutsche Post DHL Group			
Post, Parcels	E-Commerce, Express	Global Forwarding - Freight	Supply chain
28,7	24	23,4	23,8
Le Groupe La Poste			
Services Mail-Parcels	GeoPost	La Banque Postale	Digital Services
47.4	26.2	24.0	2.1
Poste Italiane			
Postal and business services	Financial services	Insurance Services	Other services
11,5	16	71,8	0,7
Correos Group			
Postal, telegraph and parcel services	Services to third parties and of banking services	Money transfer	Other
95	1,2	1,4	0,9



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Online platforms in a nutshell:

- Mix of a stable core component plus a set of always growing complementary components
- Generally part of a larger ecosystem – integration and interoperability
- Direct and indirect network effects

BUT

- Trust, physical presence, large number of qualified employees normally are all missing



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POSTAL OPERATORS AS GROUND-BASED PLATFORMS:

- **Complementarity offline/online**
- **Partnerships rather than challenge**
- **Part of an ecosystem**
- **Active role in digital transition and literacy**



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