

# Strategia Workshop Series

## Leading the Postal Sector: Another Decade of Change

The Strategia Workshop Series is developed and delivered by  
**Elmar Toime** and **Adrian King**

### Introduction

Elmar Toime and Adrian King of the Strategia Group have developed a series of postal leadership and management seminars for executive groups that wish to lift their effectiveness.

These workshops cover a wide spectrum of critical business issues, from high-level strategy to detailed best practice and benchmarking of specific operational, commercial and human resource issues.

The workshops can be run as an integrated series or independently, focusing on specific issues of immediate concern to the company.

They have been tailored so that they can meet the needs of both experienced functional managers and for recently recruited managers:

- For experienced teams the workshops enable a review of global best practice and facilitate benchmarking and the development of strategic direction within business units or functional areas
- For recently recruited managers the seminars prove a highly effective orientation programme, introducing participants to global postal best practice. They will get a solid appreciation of the competing demands of the many stakeholders in the postal sector: government, regulators, community, customers, and employees.

The seminars take a practical overview of the industry. Through the use of worldwide examples they will provide a unique insight into the major strategic and operational questions facing the postal sector.

### Consulting Team

The seminars are based on the extensive experience in the postal industry of both Elmar Toime and Adrian King:

- **Elmar Toime** was the Chief Executive Officer of New Zealand Post from 1993 to 2003 and the Executive Deputy Chairman and Chairman of the management board of Royal Mail from 2003 to 2004.
- **Adrian King** is a specialist strategy advisor in the postal sector and has worked for over 20 worldwide postal companies, stakeholder groups and related organisations.

In conclusion, the seminar series represents a cost-effective and practical management development programme for any postal business, regulatory group or potential supplier associated with the industry.

### Interested?

Read on - The following pages includes a summary of The Strategia Workshop Series. Alternatively, please contact Adrian King directly by telephone on +44 (0) 7796 30 8618 or send an e-mail to [customerinfo@strategiagroup.net](mailto:customerinfo@strategiagroup.net).

## The Postal Challenge

The postal sector faces continuous and increasing challenges from significant changes to its regulatory and business environment.

The innovations and transformations over the past decade have delivered productivity growth, increased quality and a new competitiveness. However, the link between organic growth in mail and the economy has been broken. There is a new medium term pressure on the Post to continue to increase productivity and business agility.

In the face of this new business scenario, management needs the ability to understand global best practice transformation initiatives, assess its relevance to its own organisation and then importantly to develop and implement action plans.

The workshop series proposed here create a fast and cost effective way to achieve these goals based on the broad and long direct industry experience of our key individuals.

## Workshop Overview and Goals

The workshop series is designed so that each individual workshop is self-contained and is completed in one day. However, they can be given in a series if so required either between or within a functional area, and can be tailored for specific time or other constraints.

Ideally the workshop would have up to 12 participants who would be functional or business unit experts. An ideal combination might mix field operational people and head office experts.

The workshops would be led by Elmar Toime and Adrian King, supported as required by one of our functional experts or recognised industry leaders. The workshops will achieve the following objectives:

- Build consensus among the management team on the short and medium term issues, risks and opportunities
- Build understanding of how business challenges have been met through case studies on best practice responses from both the postal and related industries
- Provide the basis for developing preferred action and implementation plans
- Help managers audit their current performance in relation to best

## Workshop Areas

We have over 20 core workshops as described below. These can be customised to the individual needs of any given Post.

### Governance Regulation and Strategy

- Best Practice Models for Governance in the New Markets
- Optimising Regulatory Regimes
- Defining Aligning and Leading Transformation

### Building Future Revenues and Service Diversification

- Revenue Scenarios and Implications
- Customer Management : Products Pricing and Channels
- Building Transactional Communication Services
- Building Market Communication Services
- Opportunities in e-Commerce and Logistics
- Building SME Services and Channels
- Retail Opportunities and Challenges

### Best Practice in Building Operational Productivity and Flexibility

- Productivity Measurement and Management
- Networks and Mail Centres - Innovation in Technology and Labour Process
- Delivery Operations- Innovation in Technology and Labour Process
- Building Front Line Management
- Creating High Attendance Cultures
- Creating Low Accident Environments
- Future models of Labour Flexibility
- IT Options for operations and outsourcing
- Intelligent Mail Future Opportunities

### Human Resource Management Challenges and Opportunities

- Union Environments and Collective Contracts
- Building Front Line Management
- Creating High Attendance Cultures
- Creating Low Accident Environments
- Creating Labour Change and High Productivity Cultures
- Future models of Labour Flexibility: The Resourcing Model for the next Decade
- The role of Information Technology in the Modern Post

## Workshop Format

The workshops are structured to reach outline conclusions in one day. The format has had proven success in aligning management teams and in transferring best practice knowledge and fresh business developments from around the globe.

The workshops are most effective if they cover a single issue in depth however we can combine topics within a subject area if the client feels this would better meet its needs.

The format of the workshops has two distinct phases. In the first period, the consulting team use highly structured and well-detailed documentation to lead information sharing and discussions outlining both core issues and key responses. In the second session, it uses our interactive audit tool to create a self-diagnosis of the organisation's current status, which then leads to the action brainstorming session. The two sessions can be either run as one full day or an afternoon and morning, with an evening team dinner. The format is described on the next page:

### Session 1:

- Outline the core issues and trends within the business area
- Outline the core proven best practice response illustrated by case studies
- Outline the emerging issues and responses

### Session 2:

- Audit against best practice
- Present the best practice audit tool
- Lead the team through a use of the audit tool
- Discussion of the outcomes
- Brainstorm actions
- Lead discussion to brainstorm the future, realistic wanted position in the area and define the action timetable to achieve this
- Document the resulting Ideas

### Plenary Report:

- Following the workshop the consulting team would document and codify the outputs and send these as a complete document package to the lead manager
- All documentation would be written in English however depending on the lead consultants some of the discussion could be taken in other languages

## Next Steps

If you are interested, please contact Elmar Toime, Adrian King or Kjetill Howard. We would be happy to discuss your workshop requirements and to send you out a more detailed content description of the individual workshop that you require.

If you find the process we have described as interesting but your preferred key topic areas are not listed, please contact us as our extensive databases would probably allow us to customise a programme for your circumstances.

## Contact

- Kjetill Howard  
[kjetill.howard@strategiagroup.net](mailto:kjetill.howard@strategiagroup.net)  
+32 475371796
- Adrian King  
[adrian.king@strategiagroup.net](mailto:adrian.king@strategiagroup.net)  
+44 7796 308 618
- Elmar Toime  
[elmar.toime@strategiagroup.net](mailto:elmar.toime@strategiagroup.net)  
+44 7958 010 009

## Consulting Team

**Elmar Toime** was the chief executive of New Zealand Post Limited from 1993 to 2003. In that period New Zealand Post enjoyed consistent, profitable growth and saw its mail markets opened fully to competition. The company enjoyed competitive success with stable postage prices stable, excellent quality of service and maintain industrial harmony. Its business base diversified considerably into new areas of activity and in 2002 he supervised the establishment of a new, retail bank, Kiwibank Ltd, as a full subsidiary of New Zealand Post.

In 2003 Elmar took up a new position in the UK as Chairman of the Royal Mail Management Board and Executive Deputy Chairman of the Royal Mail, with group-wide responsibilities. He left Royal Mail at the end of November 2004 and formed his own consultancy business.

In 2004 Elmar was awarded a life-time achievement award for leadership in the postal industry. He is chairman of Postea Inc, a technology and services company, a member of the supervisory board of Deutsche Post DHL, the world's leading logistics company, a non-executive director of Blackbay Limited, a market-leading mobile solutions service company, and a member of the advisory board of Earth Class Mail.

Born in Italy, Elmar grew up and was educated in Melbourne, Australia and has qualifications in Science and in Economics from the University of Melbourne. He lives in London.

**Adrian King** co-founded the Strategia Group in 2000 with Bengt Norin as a consultancy focused on business development and implementation in sectors facing significant technological, regulatory and market change.

Adrian has worked in the Postal Sector since 1989 and has led over 150 projects for many postal operators, regulators and suppliers. He has worked for the Postal Companies in Europe, North America, the Caribbean and Africa.

In addition he has worked for most of the international postal organisations (UPU, IPC and PostEurop), regulatory and consumer bodies, and major suppliers to the sectors. This range of experience gives a rounded and multifaceted perspective of the industry,

Adrian is based in London. He holds a first class honours degree and a Masters from Sussex University and was also educated at the London University.



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Our European Offices:

**Strategia Group (London)**

Mr. Adrian King  
4 The Fairlight, Church Grove  
Kingston KT1 4AL  
United Kingdom  
+44 (0) 7796 30 8618

**Strategia Group (Stockholm)**

Mr. Bengt Norin  
Torshamnsgatan 35  
SE-164 40 Kista  
Sweden  
+46 (0) 70 582 7462

**Strategia Group (Brussels)**

Mr. Kjetill Howard  
Avenue Paul de Lorraine 26  
1410 Waterloo  
Belgium  
+32 (0) 475 371 796

[www.strategiagroup.net](http://www.strategiagroup.net)

[customerinfo@strategiagroup.net](mailto:customerinfo@strategiagroup.net)