



# OFFICE OF **INSPECTOR GENERAL**

UNITED STATES POSTAL SERVICE

## Government as a Postal Customer and Partner: International Round Table Recap

### RARC Report

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# OFFICE OF INSPECTOR GENERAL

## UNITED STATES POSTAL SERVICE

## Executive Summary

***“...the government services market presents significant business opportunities for postal operators.”***

Digital technologies, dwindling government budgets, shrinking field structures, and citizens' growing demand for more modern and efficient services are transforming the way governments operate and deliver services, as well as what they need from their partners and suppliers.

On April 9, 2014, the U.S. Postal Service Office of Inspector General and the Postal Innovation Platform co-organized an international round table hosted by IBM in Washington, D.C.<sup>1</sup> The objective was to discuss with experts, government representatives, academics, and private sector organizations how postal operators could leverage their assets and capabilities to successfully meet the changing needs of government. This Issue Brief recaps the discussion.

The main point that emerged was that the government services market presents significant business opportunities for postal operators. Posts almost everywhere have features and resources that provide them with competitive advantages over others in the e-government space.

First, postal operators offer unrivalled post office and delivery networks that could help government expand access to public services in rural and remote areas where “digital refugees,” people without broadband access or limited digital skillsets, are often located. In addition, by acting as a shared point of service for multiple agencies, posts could help government reduce duplicative costs. They would also benefit from sharing their overhead costs with others.

Second, as enabling platforms and highly trusted intermediaries with a position of legal standing for communications and transactions, posts can facilitate the online and offline provision of services that require high standards of privacy, confidentiality, and security such as identification services, payments, document certification and notarization, management of electronic health records, voting by mail, and e-voting.

### Highlights

The government services market presents tremendous opportunities for posts to diversify business while continuing to fulfill their public service mission.

Competitive advantages, such as an unrivalled physical network, trusted intermediary role, cultural affinity, and similar working models could help position posts as preferred government services providers.

Many posts have successfully leveraged these advantages to develop a broad portfolio of physical and digital government solutions to assist agencies in reducing costs, streamlining processes, and improving inter-agency coordination and customer service.

Effectively doing business with government requires developing appropriate skills and capabilities, defining clear strategic plans, and establishing rigorous evaluation processes to determine return on investment of new opportunities.

<sup>1</sup> The Postal Innovation Platform operates under the umbrella of the École Polytechnique Fédérale de Lausanne, Switzerland, the Universal Postal Union, and Swiss Post.

Finally, governments and posts — most of which are still government-owned — share similar work cultures and models and have pre-existing business and personal connections. These factors contribute to lowering the so-called “hidden transaction cost” — the risk and time involved in creating and nurturing a partnership — often making it easier for the government to do business with the postal operator rather than private sector providers. For postal operators, government services are an opportunity to diversify their business while continuing to fulfill their public service mission.

Many posts have successfully leveraged these competitive advantages to create a broad portfolio of physical and digital government solutions to assist agencies in reducing costs, streamlining processes, and improving inter-agency coordination and customer service. Their services range from the end-to-end management of government processes, like issuance of residence permits to immigrants or processing and delivering government payments, to front-desk services, such as the acceptance of renewal requests for passports and other licenses.

The postal operators that have been the most effective in doing business with government seem to share some common factors. They have invested in developing the appropriate set of skills and capabilities required to deal with a complex customer like the government. Designated business teams are dedicated to engaging with government, understanding its needs, identifying and assessing possible opportunities, and defining clear implementation plans. Finally, they have put in place efficient evaluation processes to determine the viability, cost-efficiency, and return on investment of new opportunities with government.

During the half-day discussion, participants were only able to touch upon the different aspects of postal government strategies, leaving room for additional future research on successful best practices.

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# Observations

***“If posts move into e-government and build on their traditional relationships with government to trigger its interest, they will create great opportunities for the future.”***  
***Prof. Matthias Finger, EPFL***

## Introduction

On April 9, 2014, the U.S. Postal Service Office of Inspector General (OIG) and the Postal Innovation Platform (PIP) co-organized a round table on “Government as a Postal Customer and Partner,” hosted by IBM in Washington, D.C. During the half-day meeting, postal organizations and representatives from government agencies, academia, and various industry organizations discussed what strategic approaches, value propositions, and business models can help postal operators succeed in doing business with government.

The round table was divided into two parts. During the first session, speakers presented their views on how to successfully engage with government. During the second session, the discussion focused on the building blocks of a business strategy that would ensure the financial viability of government services and leverage cultural affinities between posts and governments.

The following sections summarize the highlights and main points of both sessions.

## Posts and Government: A Long-Standing Relationship That Needs to Be Rekindled

For decades, postal operators around the world have played a vital role in ensuring the secure, affordable, and universal delivery of communications and transactions between governments, citizens, and businesses. They have, at different levels, been traditionally part of their government’s agenda for social, financial, or digital inclusion and actively involved in the provision of many essential public services.

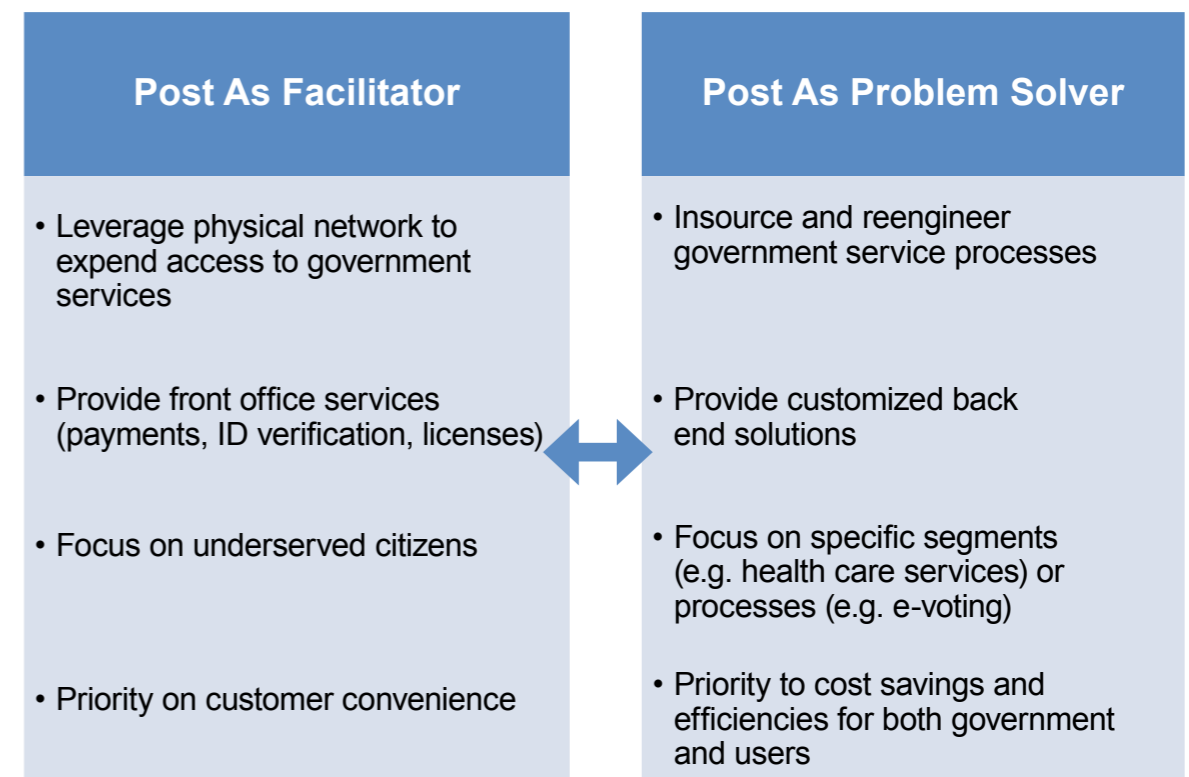
Nevertheless, according to Matthias Finger, professor at the Swiss Federal Institute of Technology (EPFL), the relationship between governments and posts has been weakening. This is due to several reasons. In the digital age, the availability of new online tools and channels for engaging with citizens has made the role of posts as suppliers of government services less relevant. In addition, postal operators are progressively transforming into profit-oriented entities for which dealing with a complex customer like the government often presents more challenges than opportunities.

In Professor Finger’s view, the historical relationship with government can still represent a tremendous opportunity for posts if they can engage with government on a new basis. This will require postal operators to redefine and adapt their offering to the evolving needs of governments and citizens in the digital age.

## Successfully Engaging with Government: Strategies and Best Practices from Around the World

In terms of strategy, two main approaches seemed to emerge from the discussion (Figure 1). Some postal operators have positioned themselves mostly as facilitators by leveraging their network (physical and digital) “as is” to provide broader and more convenient access to government services.

**Figure 1: Main Strategic Approaches Adopted by Postal Operators**



Source: OIG Analysis.

***“If the Postal Service did not already exist we’d have to invent it. They have been a great partner for us.”***  
***Nancy Pace,***  
***U.S. State Department***

Alternatively, other postal operators have positioned themselves mainly as problem-solvers by proposing new solutions capable of making government processes more modern, efficient, and user-friendly.

These approaches are not mutually exclusive. On the contrary, postal operators, based on their resources and capabilities constantly mix these approaches to make sure they develop a government service offering as complete as possible. The section below provides some concrete examples of how the approaches have been implemented. In addition, it describes the suggested best practices for funding and innovating the postal offering of government services and for raising government awareness on the valuable role that postal operators can play.

The “facilitator” approach: Complementing government networks — Postal operators around the world can rely on unparalleled retail and delivery networks that can help government expand access to its services, in particular for transactions that require a face-to-face interaction or in-person identity verification. By acting as a shared front office for multiple agencies, postal operators could help government cut costs by reducing duplicative physical presence and activities across various agencies.<sup>2</sup> An example of a seamless government service combining physical transactions and identity verification is the Postal Service’s passport service available at 8,700 post office locations across the United States. The Postal Service has been a “wonderful partner” to the U.S. State Department, said Nancy Pace, Chief of Customer Service of the Passport Division at State. In fiscal year (FY) 2013, 7.1 million passport applications generated \$170 million in revenue for the Postal Service in associated fees. The next step is to further improve customer convenience, for instance by creating dedicated passport agents and areas in selected postal facilities. A 6-month pilot will be starting soon.

According to David Williams, the U.S. Postal Service Inspector General, the Postal Service could help all levels of government process requests and applications for many different permits and licenses as well as deliver payment of benefits or provide identity validation and notarization services. In addition, as governments continue to digitize government services, the Postal Service network could provide a point of access to e-government services for digital “refugees” — the millions of U.S. citizens who have limited access to the Internet or lack the technological resources or capabilities to participate in e-government and the digital economy. Many of the people who are least likely to use the Internet are often physically or socially vulnerable and may be more likely to need government services. In so doing, the Postal Service would help government bridge the digital divide while fulfilling its mission of “binding the nation together.”<sup>3</sup>

The “problem solver” approach: Redesigning government processes — The fragmentation of service processes among multiple agencies and offices is often a major source of waste and delays for government. Some postal operators have helped state and local governments solve this problem by providing one-stop-shop solutions able to simplify, streamline, and redesign government processes in a cost-effective and consumer-centric way. Poste Italiane, for instance, allows government agencies to outsource the end-to-end management of service processes that would be otherwise fragmented among multiple agencies.

As an example, Ulisse Del Gallo from the Italian Post presented Poste Italiane’s traffic violation notification system. This solution integrates into one platform the printing and mailing (or e-mailing) of the fine notification, the collection of the payment (that the citizen can make electronically or through a post office), and the transmission of transaction data to the government office that issued the violation (Figure 2). Poste Italiane also provides residence permits to immigrants on behalf of the Ministry of Interior. The post manages the various phases of the process from the submission of the request through a post office to data management and permit issuance.

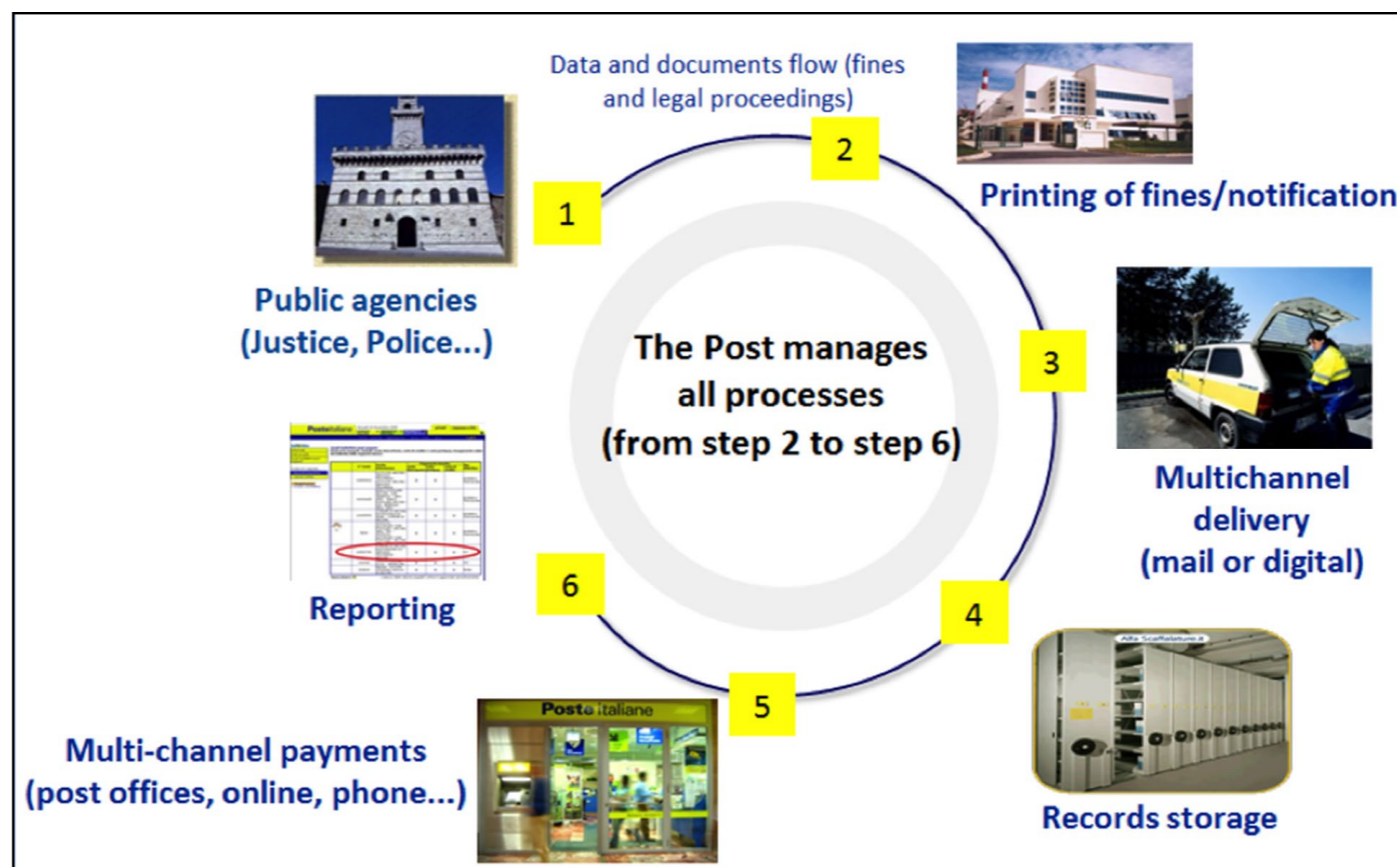
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<sup>2</sup> “e-Government and the Postal Service — A Conduit to Help Government Meet Citizens’ Needs,” Report Number RARC-WP-13-003, January 7, 2013, <https://www.uspsaig.gov/sites/default/files/document-library-files/2013/rarc-wp-13-003.pdf>.

<sup>3</sup> Ibid.

**“The Postal Service network could provide a physical point of access to e-government services for digital “refugees” — the millions of U.S. citizens who lack the technological resources or capabilities to participate in e-government and the digital economy.”**  
**David Williams, USPS OIG**

**Figure 2: Poste Italiane’s Integrated Notification Service**



Source: Ulisse Del Gallo, Poste Italiane.

In other words, the post has integrated both back-end and front-end government processes. Ulisse Del Gallo emphasized that building a successful partnership with government requires a dedicated sales force tasked with gaining insights into government’s needs and processes. In addition, a technical team composed of representatives from the various company business units takes care of designing solutions integrating the capabilities of Poste Italiane’s various service platforms.

Using trust as a strategy lever — In addition to their networks, what gives posts a competitive edge is their trusted image, according to Denis Morel from Swiss Post. Trust played a key role in the selection of Swiss Post as the provider of an electronic patient records management systems in the Geneva region. The platform allows healthcare specialists, including physicians, hospitals, pharmacies, laboratories and other players in the medical sector to share data about patients in real time.

According to David Williams, as highly trusted intermediaries, posts can facilitate the online and offline provision of services that can require high standards of privacy, confidentiality, and security. These services include identification, payments, document certification and notarization, management of electronic health records, voting by mail, and e-voting.

For example, Swiss Post has enabled all Swiss citizens to vote by mail since the 1990s, and voting by mail is common in several U.S. states such as Oregon.<sup>4</sup>

<sup>4</sup> Swiss citizens vote up to four times a year. About 90 percent of voters cast their ballot by mail. Elections et votations, La Poste, [http://www.poste.ch/post-wahlen-und-abstimmungen.htm?DCSext.wt\\_shortcut=elections-et-votations](http://www.poste.ch/post-wahlen-und-abstimmungen.htm?DCSext.wt_shortcut=elections-et-votations).

Considering new ways to fund government services — In times of shrinking government budgets, determining the appropriate pricing and revenue model for government services can be a challenge. Elizabeth Pemmerl from U.S.-based NIC Technologies explained how her company provides e-government services to federal, state, and local governments at no cost. NIC developed a transaction-based, self-funded model where government agencies share with NIC part of the service fees charged to high-volume business users for select value-added e-services. These fees help agencies cover both the initial investment and the ongoing maintenance of their e-government platform. For example, insurance companies pay state Departments of Motor Vehicles (DMVs) for online, on-demand access to bulk data from driver motor vehicle records.<sup>5</sup> This helps DMVs compensate NIC for the cost of developing and hosting their service platform. Several alternative cost and revenue sharing systems could be conceived by postal operators when developing public-private partnerships with government.

Innovating the government service portfolio — Dion Rudnicki from IBM pointed out the importance of posts becoming “smarter” by developing new technological, operational, and organizational capabilities. For example, postal operators could become an enabler of economic development in local communities. Postal operators collect large amounts of aggregated data, from change of address information to transaction data. The application of data analysis to postal data such as mail volumes data or address databases could provide governments with new insights on national and local economic trends that would help them set better public policies.<sup>6</sup>

Raising governments’ awareness — Fernanda Perez, from the Postal Union of the Americas, Spain and Portugal (PUASP), mentioned the importance of posts promoting their image with the government and making the government aware of the postal operator’s assets and capabilities.<sup>7</sup> PUASP members are in the process of redefining their strategies to meet government needs in the digital age, and to position themselves as reliable partners in the implementation of public policies. Perez’s organization is actively supporting its members’ efforts by meeting with governments in the Latin American region to create awareness on the benefits of including postal operators in national social, financial, and economic development plans.

## The Building Blocks of an Effective Postal Government Strategy

According to Elmar Toime, former CEO of New Zealand Post and longtime postal expert, to succeed in the government service market, postal operators need to have a clear and comprehensive strategy. The concept is deceptively simple, as posts too often underestimate the time and effort required to deal with a complex customer like government. Managing this complexity can generate hidden costs that can affect viability of government services. Putting in place careful strategic planning and business evaluation processes can widely mitigate these risks. After the round table, we asked Elmar Toime to elaborate on what in his opinion are the building blocks of a viable government strategy and how to implement it effectively.

### Setting a Clear Direction

The first step is for the post’s management to make the strategic decision to include government services as an integral part of the company’s portfolio. As proactively engaging with government requires the involvement of multiple company departments, cross-unit collaboration can succeed only if there is a strong endorsement from the top. Once the decision is made, the next step is putting in place a dedicated team, composed of representatives from the key business units, to lead this effort and define a clear strategy plan. The team should also include managers who know how to “navigate” the government system, identify viable opportunities within the different government agencies, and foster business relationships.

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<sup>5</sup> In the United States, Departments of Motor Vehicles (DMVs) are the state agencies that register motor vehicles and boats and issue driver’s licenses.

<sup>6</sup> For instance, the U.S. Postal Service has entered into an agreement with the U.S. Department of Housing and Urban Development (HUD). HUD receives from the Postal Service quarterly aggregate data on addresses identified as having been vacant. HUD is making these data available for researchers working on tracking neighborhood change, see <http://www.huduser.org/portal/datasets/usps.html>.

<sup>7</sup> The Postal Union of the Americas, Spain and Portugal is a Universal Postal Union affiliated organization composed of postal operators from Latin America or with strong historical and economic ties to the region. For more information, see <http://www.upaepweb.com.uy/>.



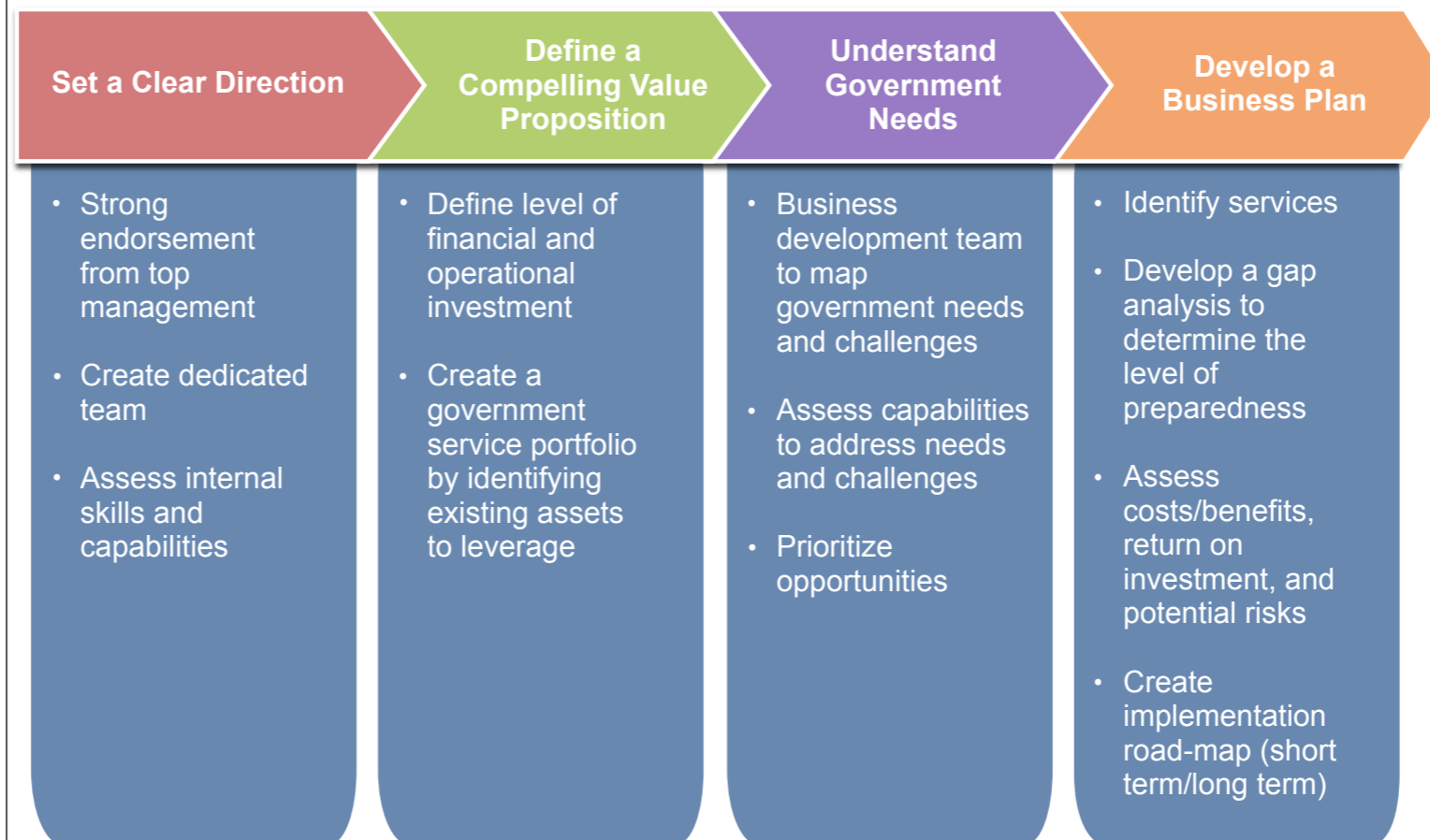
## Defining a Compelling Value Proposition

In setting up its strategic plan, the postal operator should define the assets that it wants to leverage to create a value proposition for government and the level of financial and operational effort that it is willing to invest. In terms of operational effort, a postal operator may decide to undertake initiatives that leverage existing assets and require minimum implementation effort or to develop a possible new set of assets and capabilities in support of a dedicated portfolio of government services. In terms of value proposition, posts with strong retail footprints and long-standing competence in managing face-to-face postal transactions and payments could position themselves as providers of front-office government services, such as identity verification and authentication services. Operators with strong IT development skills could consider insourcing the end-to-end management of government service processes, including the provision of back-end operations.

## Understanding Government's Needs

Countries' institutional fabrics widely differ — governments can be highly centralized or decentralized, and more or less efficient at providing services to citizens. Governments' structure and policy objectives are what define the scope of government service needs. For example, an agency willing to transition to e-government may need support either in continuing to provide a "physical" alternative to digital refugees or in digitizing its processes more quickly and effectively. Before developing a strategic plan, the role of the postal operator's business development team is to be able to get insights on government activities and initiatives, identify related challenges and opportunities, and determine how the post can help government address them. For example, the postal operator could map out "government deserts," areas where there are no physical points of access to government services, to demonstrate that the postal network is ideally positioned to act as the interface for government services in underserved local communities. "Showing government how much you can save them is a very compelling argument to win the business," Elmar Toime said.

**Figure 3: Building Blocks of an Effective Postal Government Strategy**



Source: OIG Analysis.

***“Where do government services actually work? We need to look more closely at how postal operators have managed to establish successful business ventures and created new opportunities with both strong and weak governments.”***  
***Professor Matthias Finger, EPFL***

### **Developing Strong Business Plans**

After a preliminary screening of possible business opportunities, the next step is to develop a comprehensive business plan. The postal operator will have to answer several critical strategic questions to assess the viability of the opportunities identified: What would it take to win this business and what would be the impact on the post? What are the potential costs and benefits? How would the service be provided? What are the risks? For instance, complex and time-consuming government transactions would likely require the post to create dedicated counters. These changes may affect the provision of postal services at post offices — the post office layout will have to be redesigned to accommodate additional foot traffic. Implications in terms of capital investment or human resources should also be considered.

Postal operators too often underestimate the time and effort it takes to launch new services. A detailed gap analysis aimed at determining their level of preparedness is critical: Are processes and internal competencies robust enough to allow for a quick launch? If not, is there enough time to start from scratch or would partnering with a private sector provider be a better solution? Answering this type of question can help posts determine a realistic timetable for deploying and scaling up new government services. Postal operators should start with the provision of government services that are feasible in the short term and do not require major investments or reorganizations, before moving on to more complex services. For instance, a post already providing passport services may expand its offering “horizontally” by providing services with similar processes, such as car registrations or issuance of permits.

### **Making Business Development an Ongoing Process**

Business development is an iterative process. New insights on government’s planned initiatives, available funds, and timing of expected decisions will feed into the preparation of the business plans. For example, in the UK, the Department of Works and Pensions wants to end the delivery of pensions and benefits through the post office network for 3 million users by 2015. Monitoring and mitigating the so-called political risks of government services should be a key priority of a business development team. At the same time, each time the postal operator develops new capabilities or innovative ideas, the information should be proactively shared with government to stimulate new possible business opportunities.

### **Government Services Is Business as Usual**

Postal operators’ decision to provide government services is often driven by social considerations. Given the traditionally public nature of the postal infrastructure, government services are often seen as an adjacent market to expand into and a natural extension of the postal operator’s public mission. Sometimes it is the government itself that mandates the post to provide government services. Nevertheless, despite the social dimension of government services, the dynamic between governments and postal operators is mainly a business relationship. Government services should be approached like any other service and implemented only if they assure a sound return on investment. The fact that government services are able to “generate revenue” does not always mean that they are able to cover all the hidden costs generated by the complexity of dealing with government as a customer. Finding the business model able to balance the public service mission with profitability will be key for postal operators to succeed in the government service market.

### **An Overlooked Competitive Advantage: Cultural Affinities**

According to Jocelyn Johnston, professor at American University, postal operators can rely on a number of competitive advantages that can position them as preferred government providers. A major, though often overlooked, competitive advantage is the cultural affinity between governments and posts. They still speak a common “language:” they share similar work cultures and models and have pre-existing business and professional connections. In most countries, government is still a major (if not the only) postal shareholder and seats on the postal operator’s board. These factors contribute to lower what economists call the hidden “transaction costs,” which is the risk and time involved in creating and nurturing a partnership.

These were only some of the findings that emerged from Professor Johnston's broader research on state and local governments. Talking about her research, she said:

We have looked at state and local governments that contract out for particular goods and services and found out they like to work with other government entities, and they often tend to prefer them when they have the choice. The U.S. Postal Service can be seen as a hybrid between a traditional government agency and a commercial organization. For other agencies, its "government side" makes it a relatively easy partner to work with.

The main reason is that the transaction costs of interacting and doing business with another government entity tend to be lower than they would be compared to a purely private sector organization. When governmental organizations work together, a common perspective, culture, and language contribute to drive down transaction costs. These costs are important but overlooked. . .They are usually hidden, and are almost never considered in the contract award process.

As anybody engaged in business partnerships will know, when conflict arises and clarity begins to break apart, problem resolution can take a lot of time. This is where working with another government agency becomes a major advantage. The two organizations will be imbued with the same shared values, the same respect for the tax payers and citizens to whom they are ultimately accountable. They will also be subject to the same political forces or budget caps.

## Conclusion

While the half-day round table could only briefly touch upon the different aspects of postal government strategies, what clearly emerged from the discussion is that government services represent a significant business opportunity for posts.

Almost everywhere, postal operators have features, resources, and a cultural affinity with government that provide them with competitive advantages over other players in the government service market.

By leveraging their digital infrastructure, address databases, retail and delivery networks, and trusted intermediary role, posts can create a large portfolio of physical and digital government solutions to assist agencies in reducing costs, streamlining processes, improving inter-agency coordination, and better serving citizens. To succeed in the government services market, though, posts need to invest in developing the appropriate set of skills and capabilities required to deal with a complex customer like the government. In particular, the ability to define clear and comprehensive strategies and set up evaluation processes to rigorously assess the cost-efficiency of new opportunities with government is critical.

Participants also agreed that additional research on best practices should be conducted as it could provide valuable insights on the factors that lead many postal operators to a successful postal government strategy.

# Appendix: Moderators and Speakers

**Bernhard Bukovc**, Postal Innovation Platform

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Mr. Bukovc is the Managing Director of the Postal Innovation Platform (PIP), an initiative focusing on studying the future for the postal industry with a solution-oriented approach. PIP operates under the umbrella of an academic research center (EPFL-MIR based in Lausanne, Switzerland), the Universal Postal Union, and Swiss Post. Mr. Bukovc is also an entrepreneur, who founded and manages Vinaficio, an e-marketplace that supports European wine growers. He previously worked for the Austrian Post as the Head of Regulatory Affairs, and served as the Director of Intercompany Pricing and Regulation at the International Post Corporation. Mr. Bukovc holds a LL.M from George Washington University and a J.D. from the University of Graz, Austria.



**Professor Matthias Finger**, EPFL

[matthias.finger@epfl.ch](mailto:matthias.finger@epfl.ch)

Matthias Finger serves as a Professor and Chair of Management of Networked Industries at École Polytechnique Fédérale de Lausanne (EPFL) in Switzerland.

After having been Assistant Professor at Syracuse University and Associate Professor at Columbia University, Matthias Finger was appointed Full Professor at the Swiss Graduate School of Public Administration in Lausanne in 1995. He was appointed Full Professor at the Swiss Federal Institute of Technology in October 2002. Between 2003 and 2009 he was the Dean of EPFL's School of Continuing Education. Since 2008, he has been the co-editor in-chief of the Journal on Competition and Regulation in Network Industries. He was also appointed Area Director for Transport at the Florence School of Regulation in 2010. Beginning in 2007, Matthias Finger has served as a member of the Swiss Federal Electricity Regulatory Commission (ELCOM). Professor Finger received both his Ph.D. in Education (1986) and his Ph.D. in Political Science (1988) from the University of Geneva, Switzerland.



**Ulisse Del Gallo**, Poste Italiane

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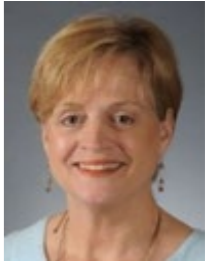
Ulisse del Gallo is the Head of IT Demand Management and Business Development for the International and Government Markets at Poste Italiane. In this role he is involved in developing solutions with Poste Italiane's international partners and in developing new business initiatives. He has worked as CIO in Postel (a Poste Italiane subsidiary focused on document management solutions and business services) managing the Italian National Census of 2011 and the Post Office Digitalization project, among others. He also previously worked with the Postal Industry division of Accenture to develop the implementation of several integrated services focused on postal business transformation for Poste Italiane and other postal operators. Mr. Del Gallo holds a Master's degree in Economics from the LUISS University in Roma, Italy.



**Jocelyn Johnston**, American University

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Professor Jocelyn Johnston is an Associate Professor in the Department of Public Administration and Policy at American University. Her current research focuses on government contracting, public management, and intergovernmental programs and policy. Her funded research includes several studies of social welfare reform in the states. She has served on executive committees and editorial boards for several leading professional organizations and journals. Professor Johnston served 10 years in local government administering federally and state funded social welfare programs. She also was the Chair of the National Association for Budgeting and Financial Management. Professor Johnston holds a M.P.A. and Ph.D. from Syracuse University, Maxwell School of Citizenship and Public Affairs.



**Denis Morel**, Swiss Post

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Since January 2014, Denis Morel has been the Head of eHealth Products and Projects at Swiss Post. He is responsible for the development of all eHealth products and the management of customers' project portfolios. He was previously the Head of Business Unit eGovernment at Swiss Post Solutions. From 2008 to 2012, Mr. Morel held managerial positions with Swiss IT firms Trivadis AG and Informatique-MTF S.A. He started his career as a teaching assistant of mathematics at the University of Fribourg, Switzerland. Mr Morel holds a Master's degree and a Ph.D. in Mathematics from the University of Fribourg, and an Executive M.B.A. from the Fribourg Business School.



**Nancy Pace**, U.S. Department of State

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Ms. Pace joined the U.S. Department of State in October 2004. She serves as the Chief for Customer Service in Passport Services, a directorate within the Bureau of Consular Affairs. Ms. Pace's office is responsible for developing and implementing policies and procedures for a national customer service program. Ms. Pace holds a MBA degree from American University with areas of concentration in finance and marketing. Prior to working in the public sector, she held management positions in the travel industry, online financial services, and government relations.

**Elizabeth Pemmerl**, NIC Technologies

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Elizabeth Pemmerl is the President of NIC Technologies, the federal government services division of NIC Inc. NIC is a leading provider in the United States of official government web sites, online services, mobile applications, and secure payment processing. The company provides the official state websites for 29 states. Ms. Pemmerl joined NIC Technologies in 2009 as the Director of Marketing. Ms. Pemmerl previously was the Director of Marketing at NIC's RI.gov subsidiary, a Marketing Manager at Bank Rhode Island, and a Project Manager for the State of Rhode Island. She holds a BA in Rhetoric from Bates College and also received executive education from Harvard University, Kennedy School of Government.



**Fernanda Perez**, Postal Union of Americas, Portugal and Spain (PUASP)

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Fernanda Perez has 18 years of experience in the postal sector, with a focus on postal policies, development plans, and universal service. Since 2011, she has been a Project Manager at PUASP, the Montevideo-based regional association gathering 28 posts from the Americas, Spain, and Portugal. Prior to that, she worked for 15 years at the Uruguayan Post (Correo Uruguayo) in the international affairs division — first in the commercial and operations units, then from 2003 to 2010 as the division manager. While with Correo, she chaired a number of international working groups at both regional and global levels (PUASP, UPU). Ms. Perez holds degrees in International Relations from the Facultad de Derecho of Uruguay and the Universidad Politécnica of Madrid, Spain. She also received executive education from Universidad de Montevideo, Uruguay.



**Dion Rudnicki**, IBM

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Dion Rudnicki is the Vice President of Business Development and Global Government Industry at IBM. He has over 20 years of sales and business management experience in working with various client organizations on how information technology solutions can satisfy their challenging operational and strategic needs. Mr. Rudnicki is responsible for leading IBM's global efforts focused on growing our business portfolio across the global Postal marketplace and in driving new business opportunities in countries supported by emerging markets funding. The goal of both of these efforts is to help IBM clients across the globe innovate, leverage, and optimize their own capabilities and performance. Mr. Rudnicki earned a Bachelor of Science degree in Mechanical Engineering from the University of Notre Dame in 1983.



**Elmar Toime**, Elmar Toime Consulting Ltd

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Elmar Toime is an independent advisor to the postal sector based in London. He is chairman of the Postea Group, a postal technology group incorporated in 2006, and a member of the Supervisory Board of Deutsche Post DHL, the world's leading logistics company. Mr. Toime was the chief executive of New Zealand Post Limited from 1993 to 2003 and Executive Deputy Chairman of the Royal Mail Group from 2003 to 2004, a position that included roles as chairman of the management board and chairman of GLS, a European parcels group. Mr. Toime has been recognized in a life-time achievement award for leadership in the postal industry. 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.



**David Williams**, U.S. Postal Service Office of Inspector General

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David C. Williams was sworn in as the second independent Inspector General for the U.S. Postal Service in August 2003. In his last position, Williams served as the Deputy Assistant Administrator for Aviation Operations at the Transportation Security Administration (TSA) from 2002 to 2003. Williams has served as Inspector General for five U.S. federal agencies, including the Social Security Administration from 1996 to 1998, the Department of the Treasury in 1998, and the Tax Administration of the Department of Treasury from 1999 to 2003. Mr. Williams graduated from Southern Illinois University and received his Advanced Degree in Education and a Master's in Education from the University of Illinois.



**Eric Woods**, U.S. Postal Service

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A Strategic Planning Specialist in the U.S. Postal Service Office of Strategic Planning, Eric Woods has a diverse background in business analysis and program management from both the private and public sectors. With the U.S. Postal Service since 2006, he has worked in a post office and at headquarters. In particular, he has produced the annual Comprehensive Statement of Postal Operations corporate report, as well as the quarterly Business Insights Report that reports on industry trends, threats, and opportunities to postal management. He previously worked for 12 years with Fannie Mae, where he established and grew five housing industry partnerships focused on growing minority homeownership — including the first ever — and won awards for driving innovation. Mr. Woods earned an A.B. in Government from Dartmouth College, and an MBA in Finance from the University of Maryland. He is also LSS (Lean Six Sigma) Green Belt trained.





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