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2006 COURSE TIMETABLE

COURSE	DATES		
International Mail Accounting (IMA) Mail Planning and Monitoring (MPM)	16 January	-	03 February (3 weeks)
Service Quality Management (SQM) Advanced Marketing (AM)	14 February	-	10 March (4 weeks)
Parcel & Logistics Management (PLM)	24 April	-	12 May (3 weeks)
Direct Mail , Selling Skills and Postal Retailing (DMSSPR) Human Resource Management (HRM)	24 April	-	19 May (4 weeks)
International Postal Services (IPS) Postal Planning and Modernisation (PPM)	05 June	-	30 June (4 weeks)
Postal Management (PM)	17 July	-	22 September (10 weeks)
Train the Trainer (TT)	17 July	-	11 August (4 weeks)
Express Mail Services (EMS)	04 September	-	22 September (3 weeks)
Financial Management (FM) Operations Management (OM)	16 October	-	10 November (4 weeks)
Philately (PL) Advanced Business Management (ABM)	27 November	-	15 December (3 weeks)

IMPORTANT NOTES FOR POSTAL ADMINISTRATIONS

- 1. Nominations for courses should be received at least one month before commencement of the course.**
- 2. Please ensure that visa requirements are checked and followed.**
- 3. Notify the college of travel arrangements and expected arrival times of course participants and any changes that may occur to these.**
- 4. Ensure that participants receive instructions concerning airport arrival and have college stickers for their clothing, so that those meeting them at the airport can identify them.**
- 5. If pre-course work has been requested, participants should be given all the relevant details as soon as possible so that it can be completed before arrival.**

The Course Fees

Tuition Fee 550 USD / Week

***Study Tour to Malaysia /Singapore for Postal Management Course: 500 USD**

Courses	Duration / Week	Tuition Fee	Total
<ul style="list-style-type: none"> • Service Quality Management (SQM) • Advanced Marketing (AM) • Direct Marketing & Selling Skills (DMS) • Human Resource Management (HRM) • International Postal Services (IPS) • Postal Planning & Modernisation (PPM) • Financial Management (FM) • Train the Trainer (TT) • Operations Management (OM) 	4	550	2,200
<ul style="list-style-type: none"> • International Mail Accounting (IMA) • Mail Planning and Monitoring (MPM) • Philately (PL) • Parcel & Logistics Management (PLM) • Express Mail Service (EMS) • Postal Retailing (PR) • Advanced Business Management (ABM) 	3	550	1,650
<ul style="list-style-type: none"> • Postal Management 	10	550	*5,500 + 500

INTERNATIONAL MAIL ACCOUNTING

16 January – 03 February 2006

The postal business is in the process of great changes. To compete more efficiently with private operators we must run Post as a business. The administration of origin needs to remunerate the administration of destination for the delivery of its mail and the administration of transit for forwarding its mail according to UPU regulations. Fast and accurate settlement of accounts among postal administrations ensures improved financial management.

This course is designed to train personnel involved in international mail accounting. The program will introduce new changes made by the Bucharest Congress and the computerised accounting system developed in conjunction with IPS through the UPU. The course also provides a background to the rates involved.

This year the course assumes a special significance as the changes brought about in the Terminal Dues system by the Bucharest Congress comes into effect from 1st January 2006.

Aim:

To provide full knowledge and understanding of UPU provisions relating to international mail accounting and the ability to prepare all present and relevant documentation, to scrutinise incoming documentation and monitor settlements between administrations.

Who Should Attend?

Managers responsible for international mail accounting and staff working closely with international mail accounts.

Course Duration: 3 weeks

Course Outline:

- International mail accounting, general principles, monetary unit
- Letter Post
 - o Terminal dues, TD rate, revision of TD rate application of bulk mail rates protection for developing countries, accounting for transit charges, closed and open transit mail accounting.
- Postal Parcels
 - o Rate, inward land rate, transit land rate, sea rate, fixed rate, CP81, CP82, air conveyance dues, basic rate, calculation, airline settlements.
- Settlements and payments, bilateral offsetting, direct billing, general liquidation account, provisional payments
- Use of computers

MAIL PLANNING AND MONITORING

16 January – 03 February 2006

Prising postal customer expectations for faster and better service and growing competition is bringing about a greater challenge to the whole operational system of Post. Mail is our core business. The credibility of the postal service rests on how we plan our mail operations from customer collection to delivery. Our large networks and physical distribution capabilities have been the greatest strengths of the business. It is, however, a complex web of possible variables. Operations must be planned, standards set and then continually monitored and improved to ensure that quality customer service is being achieved.

This course seeks to equip postal managers with the knowledge and skills to plan and monitor the operational handling of mail.

Aim:

To equip postal managers with the ability to plan and monitor mail operations by providing knowledge, skills and practice in the subject and to expose them to best practice.

Who Should Attend?

Postal managers involved with mail planning and operations, either in the field or in head office.

Pre-requisites:

Knowledge of mail handling processes.

Course Duration: 3 weeks

Course Outline:

- Planning mail operations - collection, processing, transportation, delivery
- Dynamics of handling international and domestic mail
- Strategies for handling bulk and business mail
- Strategies for handling EMS and premium service mail
- Strategies for handling Parcels & Logistics Operations
- Capacity planning
- Volume forecasting
- Cost control and unit costing
- Service quality and quality testing
- Standards and measurements
- Monitoring service standards and measuring customer satisfaction
- Tools and techniques for better planning
- Planning human resources through rostering, deployment, team working

SERVICES QUALITY MANAGEMENT

14 February – 10 March 2006

Competition is a reality for all postal administrations. This reality is recognized by the Beijing Postal Strategy, which states that Congress insists on the need for all action to focus on two key interdependent principles, one of which is to monitor and improve the quality of postal products and service. The Strategy notes:

“The implementation on a total quality policy must focus on customer care and satisfaction at all stages of a customer's relations with postal business. This policy must be taken to heart by the whole organisation and, in particular, by its staff for whom it should be a source of additional motivation at all stages of the production process (implementation of the total quality concept)”.

This course seeks to equip postal managers with the necessary knowledge and skills in quality management to enable them to implement service quality concepts and improvements.

Aim:

To provide knowledge and practical skills in service quality, the tools and techniques of quality improvement, the measurement of quality and an understanding of the concepts of total quality management, including the identification of internal and external customers.

Who Should Attend?

Middle level managers from operational, training and planning fields and postal managers who require an introduction to the concepts and tools of total quality management.

Course duration: 4 weeks

Course outline:

- **Challenges and Changes**
 - the role of quality in meeting challenges
 - quality Concepts
 - definitions and direction, quality in service organisations, customers
- **Systems Approach to Quality**
 - tools and techniques of quality management
- **Teams Approach to Quality**
 - concepts, empowerment, selection, training, monitoring, team facilitation and terms of reference
- **Quality audits /ISO9000**
 - implementation of service quality improvement projects
- **Selection of Projects**
 - setting action plans towards total quality management
- **Measurement Setting Standards**
 - measuring and controlling processes
 - benchmarking and best practice with examples from Post

ADVANCED MARKETING

14 February – 10 March 2006

Marketing is a critical issue for postal administrations in this new era of competition and commercialisation. Recognising the challenges, developing strategies and becoming pro-active are essential for the continued viability of postal enterprises. Our competitors are exceptionally good at marketing. It is time for Post also to have professionals who understand the communications and physical distribution business and who are prepared to keep their skills and knowledge at the highest level and can apply them to full advantage.

The Advanced Marketing Course is designed to enhance the knowledge and skills of senior marketers in Post, to share their experiences as marketing professionals for Post and to learn from those in different industries.

Aim:

To provide practical skills and knowledge from both Post and other industries, which will enhance the abilities of senior marketers in Post

Who Should Attend?

Marketing managers

Pre-requisites:

Participants must be working in senior marketing positions and have a good working knowledge of the basics of marketing

Course Duration: 4 weeks

Course Content

New Challenges in Post

- the changing business environment in Post; the big picture and future trends, global business, facing the challenges

Marketing Approach

- new thinking in marketing management; what is our business, managing global opportunities, strategic marketing

Managing Customers

- integrated relationship management, meeting customers' expectations, building loyalty, market research, key account management

Managing Sales

- sales philosophy in Post; consultative selling, selling process, personal selling and corporate selling.

Building Business Strategies

- competitive strategies, product development strategies, promotion strategies, marketing planning

Communication Strategies

- promotion and advertising management; direct marketing, public relations, brand management

Marketing in Practice

- marketing experiences in advanced administrations, marketing practices in excellent companies, marketing in action, steps for implementation, introducing a marketing culture

PHILATELY

20 March – 07 April 2006

For many postal enterprises, philately is big business and a source of profit. However, the activity of Philately is under increasing pressure from other competing hobbies.

The collectors or the customers are difficult to be satisfied and the promotion of the hobby is equally challenging. The business of philately is unlike other products and services rendered across the counter. This requires us to look at Philately not merely as a product, but as a potential business—a business that requires understanding of the market and the demand/supply relationships.

Recent efforts by WADP of the Universal Postal Union have helped to project the notion that philately is not merely a hobby that is solely related to Post, but is an industry that relates to the general community. The course seeks to explain the hobby, the policies involved and the business aspects of philately that everyone working in the industry should know about.

Aim:

To provide knowledge and skills to postal managers in planning and organising philately as a business with an emphasis on customer service

Who Should Attend?

Postal managers

Pre-requisites:

Postal managers who have philatelic customers and those who are planning on attracting philatelist to their offices

Course Duration: 3 weeks

Course Outline:

- Evolution of philately
- Unique place of philately in post office activities, its business prospects and associated marketing
- Best practices in marketing and development of philately
- Planning and policies involved in philately
- The philatelic industry and market
- Customer segmentation and needs analysis
- Printing process and designing
- Organising an exhibit and the significance of exhibitions
- Strategic planning for Philately
- Case studies from different countries of the region and world

PARCEL & LOGISTICS MANAGEMENT

20 March – 07 April 2006

The Beijing Postal Congress expressed concern over falling parcel traffic. However, there are great opportunities in parcel and logistics for Post, if we can meet our customers' needs and provide consistent high quality service.

With these challenges in mind, many advanced post offices have successfully entered into logistics management leveraging off their existing expertise in mail and parcel management. They have realised that this is important in meeting some of its customer service goals. This realisation has created such initiatives like the *third party logistics* for Post. To manage this business, however, requires a major change from traditional mail management methods as technology has become a major driving force in this area. Can we meet these challenges? This course provides information and possible solutions to these challenges.

Aim:

- To enable postal managers with the ability to plan parcel and logistics strategies for competitive advantage
- To successfully manage logistics business development

Who Should Attend?

Postal managers involved with strategic planning and mail & logistics operations, either in the field or in the corporate office

Pre-requisites

Knowledge of mail and parcel operations

Course Duration: 3 weeks

Course Outline

- Developing a strategic plan for parcel and logistics business
- Operations management for parcel handling
- Strategic role of parcels and logistics in postal business
- Supply chain management - inventory management
- Transportation management and decision strategies
- Warehousing and storage systems
- Material handling systems
- Application of IT in logistics management
- Network planning process
- Developing a logistics organisation
- Role of Post as a third party logistics service provider
- Financial management of logistics
- Logistics customer service
- Case studies of best practices in logistics business solutions
- Benchmarking visits to organisations excelling in logistics business

DIRECT MARKETING & SELLING SKILLS

24 April – 19 May 2006

In response to the changing market requirements and customer needs, the Asian Pacific Postal College has designed a course combining the importance of Direct Marketing and Selling Skills.

The trend towards the commercialization of Post has made marketing a key functional area and business strategy. There is a need for an integrated approach to marketing so that we fully meet the growing expectations of customers. Post has attempted to embrace this through the combination of direct marketing and selling skills. Direct Marketing is an interactive system of marketing, which has grown in popularity, particularly in these modern times of electronic media like the internet, fax and e-mail. It has been predicted that with the further segmentation of the market and changing customer behavior, there will be a direct marketing explosion. It is estimated that direct mail consists of 40% of direct marketing today. This provides posts with a great opportunity if we improve our knowledge in this area. The course will provide the right blend on the dynamics and processes of selling so that postal managers may realize his/her role as a sales manager.

The course will provide postal managers with an understanding of the great potential of direct marketing in raising substantial revenue for the organization. It will also give them a focus on building customer relationships through enhanced selling skills and sale management.

Aim:

- To provide postal managers with the necessary skills and knowledge in direct marketing so that they understand the potential this medium can have on their business.
- To enable participants to identify, develop and practice key selling skills.
- To provide insights into creative selling and the dynamics of professional sales management.

Who Should Attend?

Managers moving into a marketing role, staff who have played some part in marketing, such as customer service, selling or account management and marketing managers involved in planning processes.

Course Duration: 4 weeks

Course Outline:

Direct Marketing

- History and background, beginning and growth of DM, DM Challenges, development of DM Program, UPU DM Development and Infrastructure Program.

Database Marketing

- Developing or choosing a database system, list management, assessing and evaluating databases, maintenance and quality control.

Customer Loyalty Management

- Relationship Marketing, introducing a customer-oriented culture, lifetime value ladder, loyalty programs, cultivating customer loyalty

Customer Behavior

- Buying cycles, customer response, level of customers expectations, customer service

Process of Selling

- What it is, how to overcome difficulties, understanding buyer behavior; consultative selling

Selling Skills

- Creative selling, retail, corporate, conference selling, direct marketing, selling at the point of sale

Dynamics of Selling

- Customized presentations, finding out and meeting customers needs, overcoming objections, closing a sale

Customer Database

- Development and maintenance of customer data base, marketing information systems, key account management; credit management, retaining and regaining customers

Sales Management

- Managing sales in Post; sales planning, managing and coaching sales people, integrating marketing and sales

HUMAN RESOURCE MANAGEMENT

24 April – 19 May 2006

People are an important part of any business, but for a service industry like Post good management of human resources is critical. This is recognised in the Bucharest Postal Strategy:

“The quality and motivation of personnel at all levels is a decisive factor in quality of service... The effective mobilisation of human resources is a high priority for all postal administrations.”

The Human Resource Management Course covers all the basic areas of planning and implementation of an integrated approach to human resources, which is in line with the strategic plan of the organisation. It will enable human resource professionals and senior line managers to understand current best practice in this area and to discuss new trends and ways in which they can be introduced into their postal administrations.

Aim:

To provide participants with major principles and practices of managing people and to introduce them to current best practices in these areas

Who Should Attend?

Human resource specialists and senior level managers, particularly those responsible for introducing major organisational change and senior operational line managers with human resource responsibilities

Pre-requisites:

Managers attending this course should have responsibility for human resource planning or implementation of HR strategies for all or part of their administration

Course Duration: 4 weeks

Course Outline:

- The role of human resource management
- Strategic human resource planning
- Operational human resource planning
- Implementing and managing change
- Leadership and teams
- Implementing service quality
- Recruitment and selection, selection interviews
- Performance management system
- Training and development
- Career development
- Organisational development
- Pay and conditions
- Coaching Skills
- Personal development workshops

INTERNATIONAL POSTAL SERVICES

05 June – 30 June 2006

International Postal Service is based on the concept of interoperability and interconnection of national postal networks. This requires that international mail, parcels, financial instruments and time sensitive material should all be exchanged between countries in a well-defined manner.

Today posts around the world are facing stiff competition from private courier companies. The most lucrative segment of their business i.e. the international business. While posts have to depend on each other to complete the chain of delivery, private courier companies have their own setup across the world.

It is therefore essential that we understand the international postal system well and carry out international postal business as per the international rules. The Bucharest Convention has stipulated that postal administrations are required to establish and publish delivery standards. Furthermore, the payment for services by administrations is now to be linked to the quality of service that they render.

It is important that the framework under which the international rules are made, including, international postal products, methods of exchange, the processes concerning, settlement of customer grievances, inquires, liabilities, and payments for services rendered must all be clearly understood by those attending to international mails. Additionally, all our processes (including documentation) must be clearly understood by all the agencies involved in the process such as, customs, airlines, shipping companies etc.

To enable Post to react quickly market requirements, the UPU bodies – Council of Administration (CA) and Postal Operations Council (POC) have been equipped to make commercial and operational decisions between Congresses. Postal administrations need to implement these decisions and this requires the unified commitment of all postal administrations.

The International Postal Services Course is designed to provide skills and knowledge to assist managers to implement the changes. It also provides the opportunity for participants to meet and exchange ideas and information.

Aim:

- To provide knowledge and understanding of UPU Acts and the latest POC and CA decisions.
- To develop skills in international mail operations
- To provide awareness of trends in international postal services

Who Should Attend?

Middle level managers working in international divisions at head office or in offices of exchange

Course Duration: 4 weeks

Course Outline:

- Postal business environment
- Universal Postal Union
- Basic services
- Rate fixing
- International mail operations
- Postal Security
- International mail accounting
- Quality of international postal services
- Customer requests and enquiries
- EMS
- Financial services
- New services
- Commercial strategies

POSTAL PLANNING & MODERNISATION

05 June – 30 June 2006

Rapid developments in technology, competition from private couriers, rising expectations from customers, and deregulation by governments have posed challenges for all postal administrations. At the same time opportunities exist for Post today, in hybrid mail, agency services, business and express mail, the parcels market and more.

The Universal Postal Union (UPU), which brings together plenipotentiaries of all countries, urges all postal administrations to prepare strategic plans to meet the challenges of the future. Proper planning and systematic implementation will enable Post to achieve a commercial and modern approach with improved productivity and quality.

Managers will learn basic planning skills required for the formulation and implementation of plans at the corporate level and for functional units.

Aim:

- To provide knowledge and understanding of concepts, principles and techniques of the strategic planning process and the ability to apply planning tools and techniques for the development and improvement of postal services
- To study the impact of modernisation and automation on productivity, quality service and business growth to enable successful planning of change programs
- To be able to prepare business plans

Who Should Attend?

Middle level managers in post offices, mail and delivery centers, managers involved in planning and modernisation programs in head offices or regional offices and training managers

Pre-requisites:

Participants should have some knowledge of, and aptitude for, basic mathematics and statistics

Course Duration: 4 weeks

Course Outline:

- Understanding postal business, its future and the need for planning
- Planning concepts
- Planning process, strategic planning
- Corporate, business and functional level planning
- Planning for functional areas in Post – Marketing, Finance, Human Resources, Quality
- Beijing Postal Strategy on strategic planning for Post
- Planning tools and techniques and their postal applications
- Computer applications in planning and control
- Modernisation of Post – planning for the latest developments
- Preparing a business plan

POSTAL MANAGEMENT

17 July – 22 September 2006

Post requires dynamic, pro-active managers who can be positive change agents and are able to operate their postal facilities as successful business enterprises. They are also required to provide a universal postal service at an equitable price. This course follows the Beijing Postal Strategy in recognising that the environment in which Post operates is changing and competition at all levels is becoming increasingly intense. Such a situation requires constant vigilance and the willingness of postal officials to adapt.

To develop these skills the Postal Management Course will introduce methods of modernising Post, improving efficiency in operations and quality of service, ensuring customer-oriented commercial strategies, acquiring better market knowledge and encouraging the use of “best practice” human resource management.

Special Note: The cost of the one week study tour included in this course is around US\$1,400 and is an additional fee for self-funded participants.

Aim:

- To develop dynamic managers who understand the challenges and opportunities facing Post and who are customer focused
- To provide an understanding and knowledge of organisational structures and behaviour and human resource management
- To provide knowledge to implement quality customer service and to operate Post as an efficient commercial enterprise with improved operational efficiency, sales performance and financial results

Who Should Attend?

Middle level managers, operational managers and supervisors in post offices and mail and delivery centres, training officers, head office and regional office managers

Pre-requisites:

Experience in management or first line supervisory positions

Course Duration: 10 weeks

Course Outline:

- Postal business and its future scope
- Strategic management and planning process
- Self-awareness and self-development
- Leading, managing and empowering people
- Human resource management and strategies
- Team working
- Change management
- Future planning and goal setting
- Management tools and techniques
- Postal operations management
- Postal security
- Productivity and quality improvement, quality systems and processes, tools and techniques
- Customer focused service strategy, service excellence
- Selling skills and marketing
- Managing postal finances
- Modernisation of Post
- International postal affairs
- Computer use
- Project on Post-related topics

TRAIN THE TRAINER

17 July – 11 August 2006

Though training in the postal world is a very specialised activity, it is every postal manager's responsibility to help his staff, through training, attain greater efficiencies. This is no easy task when we consider that managers also have to contend with a lack of resources. As a consequence, it has become imperative that training is focused with outcomes being very clear. This requires, amongst other things, good evaluation systems so that the effectiveness of programs can be ascertained.

This course seeks to provide participants with the latest in training methodologies and perspectives of how training should be conducted. It's content covers both theoretical and conceptual aspects of training, as well as modules of Train Post (UPU developed) aimed at developing skills in undertaking training needs analyses and designing curriculum and related modules based on these findings.

Aim:

To design and develop training solutions, facilitate and evaluate training programs effectively and efficiently

Who Should Attend?

Those officers who are responsible for training others

Pre-requisites:

Some basic knowledge of training methodologies

Course Duration: 4 weeks

Course Outline:

- To provide participants with key information on the concept of training within the framework of human resource management
- Learning dynamics amongst adults
- Best practices in the field of training with case studies drawn from other parts of the world and other organisations
- Planning and policies involved in identifying training needs of the organisation and curriculum design
- Designing of modules and module plans
- Development of training modules and its relation to training needs
- Evaluation of the training program
- Instructor's skills i.e. presentation skills and public speaking
- Facilitating the sharing of ideas among participants
- Applying concepts in the workplace through an on-course project

EXPRESS MAIL SERVICE

04 September – 22 September 2006

The competition from major international players in the market segment in which EMS is located is intense. It is essential that Post develops strategies for improving both market share and profitability. The Asian-Pacific Postal College has made EMS one of its priority areas and Post in this region is gaining increasing benefits from the unified approach taken by administrations in training and marketing.

The course is built around the theme of “EMS ... one product, one company, one approach”. It provides knowledge, skills and understanding of managing EMS on commercial lines while participants gain an understanding of their partner administrations’ approach to EMS.

Aim:

To provide knowledge, skills and understanding to effectively manage EMS on commercial lines with one regional approach, which will improve profitability and market share

Who Should Attend?

EMS managers who are involved with the day-to-day management of EMS services or those who deal with corporate planning for EMS

Course Duration: 3 weeks

Course Outline:

- **EMS Business**
Profile trends, growth patterns, market knowledge, managing EMS as a strategic business unit
- **EMS Competition**
International couriers, competitor profile, co-operation, co-ordination, freight and parcel market, couriers Vs EMS
- **EMS Operations**
Operational strategies and processes, technology, quality management, EMS transport and delivery systems
- **EMS Sales & Marketing**
Customers, major account management, positioning of EMS, image, sales management, marketing strategy
- **EMS Product**
Product features, brand management, global standardisation, new product development and packaging
- **EMS Network Development**
World network, domestic network, UPU guidelines, imbalance settlements and framework agreements

FINANCIAL MANAGEMENT

16 October – 10 November 2006

The UPU has emphasised the need for Post to operate on commercial principles. This will reduce the need to use government resources and enable Post to respond to market demands. Competition exists in all postal business and customers are demanding higher standards of service. It is important that Postal public operators combine their concern for competitiveness and profitability with the need to provide a universal public service. Good management of financial resources is necessary to meet these competing demands.

The Financial Management Course provides postal managers with basic financial knowledge to run their functional areas and to assist their postal administrations to operate on a commercial basis.

Aim:

To provide an understanding of basic financial management principles and techniques for running any business and to apply these principles to Post

Who Should Attend?

Middle level postal managers in operational areas such as post offices, mail and delivery facilities, training areas, finance related areas in head or regional offices

Pre-requisites:

Participants should have some work experience in finance-related areas

Course Duration: 4 weeks

Course Outline:

- Scope for new businesses and the need for a commercial approach in Post
- Cost concepts, cost classifications
- Cost allocations
- Costing methods, activity-based costing
- Cost management and cost control measures for Post
- Pricing methods, pricing postal services
- Profitability analysis
- Inventory management
- Cost of quality, quality improvement measures for Post
- Budgeting and budgetary control measures, capital budgeting
- Measurement of financial performance
- Computer applications in finance and accounts
- Valuation method
- Management control system

OPERATIONS MANAGEMENT

16 October – 10 November 2006

Management of operations, when postal services is confronted with rising customer expectations and increasing competition, presents a major challenge to all postal enterprises.

Mail continues to be the core business of many posts and the credibility of the postal service rests on scientific planning of mail operations. Parcel, cargo and logistics are extensions of the core competency achieved in mails. Another area of competence is the management of counter and retail operations. Many posts have successfully transformed their counter operations by integrating retail, banking, insurance, money transfers, philately and agency services.

While large networks and distribution capabilities are considered as our greatest strengths, it can turn out to be a major liability if not efficiently managed and if the potential and kinetic energies are not released. The challenge before us is imbibe modern operations management systems and processes to continuously upgrade services while bringing down the operating costs.

This course seeks to equip postal managers with the knowledge and skills to efficiently manage various postal operations

Aim

- To equip postal managers with the ability to manage various postal operations by providing them with the relevant knowledge and skills and exposing them to best practice organisations
- To provide knowledge and practical skills in postal operations management, the tools and techniques of process & quality improvement.

Who Should Attend?

Middle level managers from planning and operations who require a sound understanding of operations management systems and tools & techniques.

Course duration: 4 weeks

Course outline:

- Analysis of end to end operations - collection, processing, transportation, delivery
- Operations management tools - Forecasting, capacity planning, inventory management, TQM tools, PERT
- Analysis of modern production and work systems including JIT and Kanban
- Strategic operations management techniques
- Process analysis techniques
- Management of mail, express, cargo and logistics operations
- Management of retail operations and counters including financial services like banking, life insurance and money transfer
- Strategic role of quality in operations effectiveness
- Standard operating procedures and ISO 9001:2000
- Benchmarking visits and assessment of best practices for postal operations
- Management of operations of post office, mail centre and other operating units
- Technology applications in operations management - Track & trace, Counter automation, Automatic mail processing, CRM and ERP systems
- Case studies of efficient management of operations from competitors
- Postal Operations Strategy Simulation Game

POSTAL RETAILING

27 November – 15 December 2006

The Seoul Postal Strategy gave a new thrust on business development in Post with a view to increasing corporate effectiveness and growth. This thrust has been further reflected in the BPS and now the Bucharest World Postal Strategy. Many postal administrations are striving to run their areas with a business approach. They are adapting to a new way of thinking about how to generate additional revenue. The vast opportunities that retailing offer, is one way by which these administrations are meeting this challenge.

The course will cover key areas in business management, which will assist postal managers develop a commercial approach. It will introduce them to modern marketing, sales and retailing concepts. It will enable them to recognise business opportunities and the importance of customer service and retail management.

The course addresses the need to attain retail leadership by developing selling and retailing skills. It includes many practical exercises, role-plays, case studies, planning activities and workshops to enable participants to gain hands-on-experience.

Aim:

- To enable participants to identify, develop and practice keys.
- To provide insights into creative retailing and selling and the dynamics of professional retail management.
- To enable participants to retain, regain and acquire business (customers) for life through sales and retail leadership.

Who should attend?

Staff managing Post Shops, those in the postal retail side of the business, philatelic officers, post office managers, sales supervisors, sales managers, etc.

Course duration: 3 weeks

Course outline:

- Global trends & current scenario for Post: Basic issues in managing Post as a business
- The "Big Picture" of Post and its businesses
- Sales Management: Process and dynamics of Sales, Selling Process, Sales Leadership
- Process of Selling: Personal Selling Consultative Selling, Partnership Selling, Business Selling Creative Selling.
- Retail Management: Franchising and Merchandising (Post Shop): Display, Merchandising, Inventory, Stocking, Promotion.
- Customer Delight, Towards WOW!
- Sales Promotion: Planning, designing implementing, media, creativity, campaigning.
- Brand Management: Branding, brand management, product positioning, niche marketing, brand equity.

ADVANCED BUSINESS MANAGEMENT

27 November – 15 December 2006

Postal managers need to become much more commercial to meet the challenges posed by the changing environment in communications and transport. Increasing independence from governments in terms of management and structures also poses its own challenges and opportunities.

This course is designed as an intensive program covering key areas in business management that will assist senior managers to develop a commercial approach. It will introduce them to successful programs in advanced postal administrations and private companies to enable them to seize business opportunities. Participants will also learn the latest concepts and models on corporate effectiveness, financial management and managerial skills development. The action, learning and simulation exercises that are used during this course will assist managers to improve their ability to build their own business strategy.

Aim:

To challenge postal managers to manage Post as a successful business and to design and provide world class service through an understanding and knowledge of business management 'best practice' in Post and private enterprise

Who Should Attend?

Managers of any business unit in Post or those who are involved in business development, strategic planning and planning for the future and those who wish to enlarge their knowledge of business management

Pre-requisites:

Participants need to be in a position to implement ideas and plans generated by the course

Course Duration: 3 weeks

Course Outline:

- Corporate Management
the business approach and organising Post as a business, opportunities and challenges, corporate objectives, visions and missions, business management in successful postal administrations
- Corporate Customer Management
developing a customer-oriented corporate culture, key account management
- Introducing A Marketing Culture In Post
- Corporate effectiveness
business effectiveness and efficiency, service excellence, innovation and quality, managing human resources, development of relevant managerial skills
- Corporate Operations Management
mail operations management, logistics management, quality and business tools
- Corporate Finance
profitability, financial management in Post, financial appraisal, cost management
- Corporate Development

External Training Programs



What is an External Training Program?

- ▶ An external training program is conducted away from the Asian-Pacific Postal College campus. It is conducted in your country in the training venue of your choice.
- ▶ Using the professional training services of the APPC, you can provide your staff with quality courses in the majority language of your country through an interpreter and translators even though the language of instruction is English.
- ▶ The training is conducted by APPC faculty and is specifically designed for Post, using regional examples and case studies. Up to 20 staff per program can attend. The program is designed to meet the needs of your administration and your employee target group.
- ▶ Alternatively you may want to combine with neighbouring countries at a suitable central location and share the costs.
- ▶ The APPC can design training to meet most postal requirements. Some examples of programs are included in this Directory. While programs can also be conducted in most areas covered in the Directory under “On-campus Courses”, these will be altered to fit the time constraints and the particular issues of each administration.
- ▶ Course duration depends on the content, but will normally be a minimum of 3 days and a maximum of 2 weeks.
- ▶ Fees are a minimum of US\$ 1000 per day for courses of less than a week or US\$4,250 for one week. Additional fees are levied for longer periods of time and where more than one lecturer is required. All costs, such as airfares and accommodation and materials, are extra.
- ▶ Please contact the College to find out how we can bring training to you.

Postal administrations in many countries are achieving management independence. Moving from one structure to another means other changes are necessary as well. Managers need to learn different skills, which will enable them to operate in a more commercial environment. They will need to develop more business-oriented techniques with the emphasis on becoming customer- focused.

This course is designed to help managers meet the change. They will hear about Post globally and the market imperatives. They will learn tools and techniques, which they can use on the job and understand the importance of the customer to a successful business. It will be a practical course with exercises and role-plays. Where possible, visits to customers and other customer service businesses will be arranged.

Aim:

- To improve understanding of the changing postal business and motivate managers to adopt commercial thinking and a customer first approach to their work
- To develop some basic skills in budgeting, cost control and calculating product profitability
- To assist in the development of basic commercial knowledge, skills and attitudes in order to improve processes and systems and work towards service excellence and higher productivity
- To improve skills and knowledge in effective people management

Who Should Attend?

Middle level managers in supervisory positions or those engaged in planning and project work

Course Duration: 2 weeks

Course Outline:

- **Business Environment**
 - understanding business trends in Post
 - new challenges and the need for a business approach
 - business strategies and planning
- **Customer First Approach**
 - who are customers and why put them first?
- **Customer Perception**
 - managing moments of truth & critical moments of truth
- **Selling Skills & Managing the Tangibles**
- **Managing for Profit**
 - budgeting skills and preparation of an office budget
 - cost behaviour, cost control measures
 - profitability of postal products
- **Productivity**
 - focusing on results
 - managing resources
 - improving processes & systems
 - goal areas of productivity
 - reducing costs
 - managing yourself
 - effective leadership
 - motivation
 - why work in teams?
- **Communication Becoming Pro-active**

For Postal administrations to be world leaders in their fields, all parts of the organisation and all managers must consistently work towards being the best.

The course focuses on the four major areas of running a successful commercial postal business. It takes a wide-angled view of their business and the challenges and options for their postal enterprises. Participants are encouraged to strive for excellence in every aspect of management.

Aim:

To introduce postal managers to concepts and practices involved in operating Post as an excellent business in relation to their own country's business environment

Who Should Attend?

This course is suitable for middle managers who need to understand and deal with the changing business environment in Post

Course Duration: 2 weeks**Course Content:**

- Business Excellence - Business Dimension of Post
 - the big picture, trends in Post around the world, our business and opportunities, business development, competition and challenges
- Service Excellence - Service Dimension of Post
 - overview of basic postal services, key service dimensions in Post, customer focus and customer care, managing sales, marketing approach in the post office, turned-on people
- Global Excellence - International Dimension of Post
 - overview of UPU, UPU rules and regulations, international postal services, international mail circulation, international mail accounting
- Operational Excellence - Operations Dimension of Post
 - mail operations and mail flow, sorting office operations, management of sorting offices, postal technology - counters, processing and delivery; process improvement - improving the way we work; experiments in advanced postal administrations

Reliability is one of the most important criteria on which customers judge the quality of service they receive and reliability can only be judged against a standard. Setting and improving standards is, therefore, a critical issue in meeting customers' needs.

Increasingly business customers are demanding reliability and an improved level of service and now have alternatives to Post, which they are willing to use when we fail. It is critical for Post to meet the demands of the marketplace and set achievable service standards. This has implications for network systems and for operations management.

Based on UPU guidelines this course is designed to help individual postal administrations by equipping their managers with the necessary techniques and information to set and monitor realistic service standards within their own organisational and market parameters.

Aim:

To enable managers to set and monitor service quality standards in line with customer expectations, as envisaged by UPU

Who Should Attend?

Postal managers, particularly of operational areas, who are responsible for establishing and monitoring service standards

Course Duration: 1 week**Course Content:**

- Service quality - what is it?
- Customer focus
- Service standards and the changing environment
- Building market driven and customer-responsive end-to-end service standards
- Setting standards
- Improving processes
- Evaluation
- Refining service standards
- Measuring and monitoring

We are in the age of customer revolution. Today customers are willing to pay for better service and respect. They are also prepared to shift their loyalties to get it. Customer service has recently been given centre stage and being viewed as the most potent competitive weapon.

Post, too, is feeling the heat as customers move to our competitors for basic mail services as well as premium value-added ones. Declining market share is a reality. It is essential that Post recognises the importance of the customer and puts the customer first in everything.

The Quality Customer Service Course puts customer issues in the right perspective and deals in a practical way with methods and techniques of providing excellent customer service, both within the organisation and at the front-line.

Aim:

To provide practical training in customer care techniques to postal managers and front line staff

Who Should Attend?

Middle level managers, supervisors, and front line staff - counter, delivery, transport, courier, etc.

Course Duration: 1 week**Course Content:**

- Customer Service Environment
 - "Customers must come first"
- The Challenges of Change
 - changing postal business environment
 - challenges
 - opportunities
 - learning from other postal administrations
- Customer Service Dimensions
 - what is Quality Customer Service?
 - identifying customers and their expectations
 - dimensions of customer expectations
 - "moments of truth"
- Customer Service Actions
 - systems and smiles
 - critical systems issues - an overview
 - customer courtesy and etiquette
 - managing difficult customers
- Selling Skills
- Customer Service Evaluation
 - listen, learn and respond
 - managing critical moments of truth
- After Sales
- Customer Satisfaction Evaluation an overview

Computer use is becoming more widespread. Understanding and using computers in post offices is essential for many parts of our work. Knowledge of software packages, which can help in clerical tasks, gathering of statistics and general office work, can speed up customer service and make our offices easier to work in. Computers are making their presence felt in operational areas like mail sorting and in counter service and EMS.

Unfortunately, many of our managers and staff are not yet familiar with their use and feel uncomfortable when confronted with new technology. This can be easily remedied with basic information and practical exercises provided in this course.

Special Note: One computer must be available for each participant, as well as word processing software commonly in use. Access to printers will also be required.

Aim:

- To introduce participants to computers and some basic software packages
- To enable participants to develop skills in basic facilities of word processing and use of a data processing package
- To provide information on new technology available to, and in use, in Post and the various components of IPS

Who Should Attend?

Any managers or staff who have a need to use computers in their work. No prior knowledge of computers is necessary

Course Duration: 1 week

Course Content:

- Introduction to computers
- How computers work
- The keyboard
- Hardware and software
- Software packages: using word processing, spreadsheets, data processing, displays and publishing
- Printers and printing
- Hybrid mail, e-mail and fax
- International issues in electronic data input mail
- Post office technology and systems use
- IPS

All successful businesses plan their directions and proposed outcomes. Each section of a business needs to plan within the overall strategic plan with greater emphasis on commercial strategies - Post also needs to be more rigorous in this area.

Preparation and subsequent writing of a business plan, whether at the corporate level or the division or section level, requires clarity of purpose and an understanding of basic planning processes and techniques.

The Business Planning Course will provide basic skills to postal managers to prepare and write business plans, which can be applied at the head office or in operational units, such as a post office or mail centre.

Aim:

To enable managers in Post to write successful business plans for their divisions, sections or operational units

Who Should Attend?

Middle level postal managers in operational units such as post offices, mail or delivery facilities and those involved in the planning process at head offices

Pre-requisite:

Participants should be in a position to implement planning designed for their offices or sections

Course Duration: 1 week**Course Content:**

- Objectives of a business plan and key result areas
- About the business
- Description
- Products and services
- Product benefits for customers
- Describing the market
- Competition analysis
- Pricing strategy
- Operations, sales and distribution strategies; business location
- Positioning, publicity and promotion
- Management description
- Personnel and human resource plans
- Financial Plans
- Sources and application of funds
- Capital equipment list
- Break-even analysis
- Profit projections

International postal services operate in a highly competitive environment. The challenging standards of competitors that can provide end-to-end customer service must be matched and passed for Post to survive. It is also, as the presence of so many competitors attests, an area which can be very profitable for Post if delivery standards are met and high quality customer service is provided.

International mails are processed through offices of exchange, which must operate efficiently and accurately to meet high service standards. This requires knowledge and understanding of the standards and procedures of partner administrations, UPU provisions and the documentation associated with international mails.

This course provides managers and staff with the tools and information to organise correct and speedy processing of international mail.

Aim:

- To develop knowledge and understanding of UPU provisions and specific requirements in international mail processing
- To provide skills and tools to set service standards and accurately process mail
- To develop the ability to complete documentation required for mail exchange

Who Should Attend?

Managers and staff in international mail operations in the offices of exchange

Pre-requisite:

Participants must work in the international area of their administrations

Course duration: 1 week**Course Outline:**

- International postal services - the basics
- Offices of exchange - key processes
- International mail payment systems
- Processing of outbound mail
- Processing of inbound and transit mail
- Exchange of mails with carriers
- Customer requests and enquiries
- Quality of service and service standards
- Postal security
- New trends in international mail operations and postal services

International postal services have been facing great challenges from fierce competition of private couriers. To meet this challenge and increase market share, Post must introduce new services, which meet changing customer needs. New international postal services are being introduced according to UPU rules and bilateral agreements. A number of new services have already been introduced in advanced postal administrations.

This program aims to provide participants with knowledge and skills to create and introduce new services.

Aim:

- To provide an understanding of UPU provisions on international postal services and the principles of creating and introducing new international services
- To give information about new international services being offered by other administrations
- To impart knowledge about steps and processes involved and skills needed to introduce new international postal services

Who Should Attend?

Middle level managers in headquarters in a relevant field and those engaged in international postal services

Pre-requisites:

Experience in international post and marketing

Course Duration: 1 week**Course Outline:**

- Organisation of International Postal Services
 - overview of UPU, UPU rules and regulations, the principles of creating and implementing new international services
- New International Postal Services
 - international business reply service, direct entry mail, direct mail, consignment service, electronic money order and other new services
 - creation of new international services - overview
- Forecasting
 - customer needs analysis and market research, mail volume forecasting
- Pricing of New International Services
 - cost analysis, international mail payment systems, pricing strategy
- Preparation of Documents, Manuals, Brochures and Promotion
 - bilateral agreements, operational manuals, customer guides, promotion

ATTACHMENTS

1. Nomination form for on-campus courses
2. Request form for ETP's (funded or self-funded)
3. Copy of "Bangkok Arrival Information" for course participants

Please photocopy forms and use as required.