12th Conference on Postal and Delivery Economics

June 2–5, 2004
Cork, Ireland

Presented by

CENTER FOR RESEARCH IN REGULATED INDUSTRIES
Rutgers Business School – Newark and New Brunswick

SPONSORED BY

- University of Pennsylvania, Wharton School—Risk Management and Decision Processes Center
- Royal Mail
- Deutsche Post World Net
- United States Postal Service
- Canada Post Corporation
- FedEx
- La Poste
- La Poste / De Post
- R.R. Donnelley & Sons Company
- Swiss Post
- United Parcel Service
- CTT Correios
- IBM Business Consulting Services
- Pitney Bowes
- Postcomm – Postal Services Commission
- Siemens Dematic Postal Automation
- United States Postal Rate Commission
- Posten AB
- Finland Post Corporation
- Anacom
- An Post
- A.T. Kearney GmbH
- Correos y Telégrafos
- Poste Italiane
- TPG Post
- Sidley Austin Brown and Wood LLP
- Frontier Economics
- Canadian Union of Postal Workers
- Envelope Manufactures Association
- London Economics
- National Association of Letter Carriers
- New Zealand Post
- OXERA
- Venable LLP
- Association for Postal Commerce
- Haldi Associates

www.crri.rutgers.edu
12th Conference on Postal and Delivery Economics

**Wednesday, June 2, 2004**

5:30 - 7:00  Registration  
7:00  Reception  
Baltimore Room Lobby

7:00  Welcome and Introduction to Conference: Michael A. Crew & Paul R. Kleindorfer  
Dinner & Speech: Donal Curtin, Chief Executive, An Post

8:00  Registration  
7:00  Reception

**Thursday, June 3, 2004**

7:30  Breakfast  
Glandore Restaurant

9:00 - 10:40  Concurrent Sessions

**LIBERALIZATION I**  
Chair: Pekka Leskinen  
Discussants: Doris Hildebrand, Hannes Weiss, and Ralf Wojtek

Gregory Swinand and Sean Lyons: Empirical Analysis of Further Liberalization in Norway

Mark van der Horst: Postal Liberalization, the Final Countdown – A Small Step in Weights, a Giant Leap into the Market

T. Auböck, B. Bukovc, and A. Stratil: The Impact of Liberalization and Postal Regulation in a Small Sized European Country

10:40 - 11:00  Coffee Break

11:00 - 12:40  Concurrent Sessions

**LIBERALIZATION II**  
Chair: George A. Omas  
Discussants: Eugen Pink, Wolfgang Pordzik, and Antónia Rato

R. Bleisch, H.M. Dietl and U. Trinkner: Liberalization and Regulation of the Swiss Letter Market

Michael D’Arcy: Postal Services in 2010 – A Discussion Paper on their Regulation in the Post Liberalization Era

Greg Harford: New Zealand - A Liberalization Success Story

12:40 - 2:00  Lunch

**COST & PRODUCTIVITY**  
Chair: Ingo Willems  
Discussants: Joan Calzada and Jeffrey Colvin

Leon Pintsov: Information Technology and Mail Productivity

C. Cazals, J.-P. Florens & S. Soteri: Outdoor Delivery Costs for Postal Services in UK – Some Results on Scale Economies with Panel Data

F. Feve, C. Cazals, J.P. Florens, & B. Roy: Delivery Costs II: Back to Parametric Models

9:00 - 10:40  Concurrent Sessions

**INTERNATIONAL**  
Chair: David W. Spence  
Discussants: Thomas Baldry, Maurits Lugard, and Rutger Goethart

J. Leong, D. Bahar, and D. Papakrivopoulos: ETOEs-Arbitrageurs or Vehicles of Change in Postal Liberalization?

Markku Makitalo: How Well the International Postal System is Able to Meet and Reflect the Needs of International Business

Thursday, June 3, 2004 (CONTINUED)
2:00 - 3:30  Concurrent Sessions

MARKETS & SUBSTITUTION  Baltimore
Chair: Charles Fattore
Discussants: Heikki Nikali, Alberto Pimenta, and Leon Pintsov
Luis Jimenez: Electronic Substitution: Myth and Reality
David Levy & Joy Leong: Contract Rate Discounts to Prevent or Retard the Loss of Existing Mail Volume
Maynard Benjamin & Robert J. Muma: Pursuing the Intelligent Document – A Vision for Paper-Based Communication in the Information Age
Kari Elkelä: Paper or Electronic? Desired and Undesired Reception Channels for Direct Marketing

ACCESS  Baltimore & Muskerry Rooms
Chair: Borje Spong
Discussants: James A. Clifton, Leonardo Mautino, and Menahem Spiegel
Edward Pearsall: The Effects of Worksharing and Other Events on U. S. Postal Volumes and Revenues
P. De Donder, H. Cremer, & F. Rodriguez: An Extended Model of Access Pricing in the Postal Sector – Calibration and Results
E. de Villemeur, H. Cremer, B. Roy, & J. Toledano: Worksharing, Pricing and Competition in the Postal Market

3:30  Break
7:00  Reception
8:00 – Dinner & Speech:
John Nolan, Deputy Postmaster General, United States Postal Service

Friday, June 4, 2004
7:30  Breakfast
9:00 - 10:40  Concurrent Sessions

REGULATION I  Baltimore
Chair: William T. Johnstone
Discussants: Elizabeth Amend, Ian Leigh, and Michael Shinay
Ilka Meyne: How much Profit do we need? – Price-Regulation and Economic Profit in a Dynamic Environment
I. Volner, R.L. Brickman, & M. Field: Postal Reform – A Cross-Industry and International Comparative Analysis of Regulatory Models

TRANSFORMATION  Baltimore & Muskerry Rooms
Chair: Margaret P. Crenshaw
Discussants: James Sauber, Anthony Vegliante, and Sture Wallander
Geoff Bickerton & Lynn Bue: The Role of Pilot Projects in Facilitating Changes in Work Organization in the Postal Sector – A Canadian Case Study
Richard Eccles: The UK Postal Services Competition Regulatory Experience
B. Schmocker, B. Friedli & M. Finger: Managing Human Resources While Downsizing

10:40 - 11:00  Coffee Break
11:00 - 12:40  Concurrent Sessions

REGULATION II  Baltimore
Chair: Daniel Krähenbühl
Discussants: Alex Dieke, Paul Seckar, and Wolfgang Pickavé
P. Dudley & H. Jenkins, L. Mautino, S. Richard: Competition and the Coverage of the Price Control in the Postal Sector
Per Jonsson: Sweden – Regulatory Challenges in a Liberalised Postal Market
Paul Smith & Richard Moriarty: Economic Barriers to Effective Competition in Post – How Should Regulators Respond?

PRICING  Baltimore & Muskerry Rooms
Chair: David Treworgy
Discussants: Roger Kodat, F. Nader, and Robin Nuttall
C. Crum, M. Adra, A. Ayub, L. Hope, & M. Plunkett: Beyond the Shadow – Customized Pricing as a Response to Evolving Customer Expectations
John Hearn & Vanessa Devereux: Evolution of the Tariff Structure throughout Europe
João Confrari: Power and Discretion in Independent Regulation
2:00 - 3:30

**Concurrent Session**

**COMPETITION LAW**
Chair: Catherine Churchard
Discussants: Anton van der Lande, Sten Selander, and Gerard Power

Timothy Brennan: Flight of the Flamingo: Using Competition Law to Open Postal Markets

Mary Anne Gibbons & Anthony Alverno: Universal Service Operators - Defensive Moves on the Level Playing Field

Alessandra Fratini & Fabio Filpo: State aid and public services in the network industries: Altmark vs Chronopost

**STRATEGY**
Chair: Robert Curry
Discussants: Javier Cuesta, Christer Johnson, and Derek Osborn

Louis O’Brien: Canada Post Reaps the Benefits from Business Transformation

Nigel Burke: Deregulation in the UK postal sector – The Niche Player’s Perspective

Hans Strikwerda & Dennis Rijnders: Possible End Games in the European Postal Market – Qui Bone

3:30 Break
7:00 Reception
8:00 Dinner & Speech: Michael J. Critelli, Chairman and Chief Executive Officer, Pitney Bowes

**Saturday, June 5, 2004**

7:00 a.m. Breakfast

9:00 - 10:35 **SUSTAINING THE USO**
Chair: Robert Reisner
Discussants: Kristin Bergum, Antonia Niederprüm, and Ian Reay

James I. Campbell: History of Universal Service in the United States

Phil Burns, Isabelle Carslake, George Houpis & M. Parmar: Liberalization and Downstream Access: Does Downstream Access Facilitate or Substitute for End-to-End Entry in Postal Markets?

Gonzales d’Alcantara: Alternative Calibrations of the ‘Graveyard Spiral’ Model

10:35 - 11:05 Coffee Break

11:05 - 12:55 **SUSTAINING THE USO (CONTINUED)**
Chair: Stephen Ferguson
Discussants: Robert Campbell, Alexander Kirschall and John Panzar

Robert Cohen, Matthew Robinson, Renee Sheehy, John Waller, & Spyros Xenakis: Possibility of Graveyard Spiral When Both Single-Piece and Bulk Mail Are Contestable


Michael A. Crew & Paul R. Kleindorfer: The Graveyard Spiral for a Universal Service Provider under Liberalized Entry

12:55 - 1:00 Concluding Remarks – Michael A. Crew

1:00 Lunch (Conference Ends)
POSTAL AND DELIVERY ECONOMICS PUBLICATIONS

The following edited books resulted from Previous Postal Conferences:


The following is a text on postal economics:


CONFERENCE STAFF

Professor Michael A. Crew, Director—CRRI  
*Conference Chair*
Jeremy T. Guenter, Administrative Assistant—CRRI,  
*Conference Administrator*
Center for Research in Regulated Industries  
Rutgers Business School, Rutgers University  
180 University Avenue, Newark, NJ 07102-1897, USA  
Telephone: 973-353-5049 (Office); 973-353-1348 (fax)  
Michael A. Crew: 908-221-0524 (Home)  
Email: mcrew@andromeda.rutgers.edu (Michael Crew)  
crrri@andromeda.rutgers.edu (Jeremy T. Guenter)

Professor Paul R. Kleindorfer, *Conference Co-Chair*  
The Risk Management and Decision Processes Center  
The Wharton School, University of Pennsylvania  
Philadelphia, PA 19104, USA  
Email: Kleindorfer@wharton.upenn.edu

CRRI

The Center for Research in Regulated Industries (CRRI), located at Rutgers University, aims to further study of regulation by research in economics, finance, and institutions. Its publications, seminars, workshops, and courses make available the latest advances to academics, managers, consultants, and regulatory commission staff. The Center has over twenty-five years of experience providing research, instruction, conferences, courses, seminars, and workshops in economics of network industries. The Center’s *Journal of Regulatory Economics* is an international scholarly bi-monthly publication intended to provide a forum for the highest quality research in regulatory economics. Other research from the Center’s programs has been published in the book series *Topics in Regulatory Economics and Policy*.

The Center for Research in Regulated Industries is pleased to be the recipient of The Hermes Award, 1992, awarded by the European Express Association.

The Center for Research in Regulated Industries is pleased to announce that the 13th *Conference on Postal and Delivery Economics* will be held in Belgium in early June 2005.
<table>
<thead>
<tr>
<th><strong>SPEAKERS, DISCUSSANTS, &amp; CHAIRS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Anthony Alverno</strong>, Attorney, USPS</td>
</tr>
<tr>
<td><strong>Elizabeth Amend</strong>, Vice President, Public Affairs, USPS</td>
</tr>
<tr>
<td><strong>Maynard H. Benjamin</strong>, President, Envelope Manufacturers Association</td>
</tr>
<tr>
<td><strong>Thomas Baldry</strong>, Director - Mail Import &amp; International Relations, Deutsche Post World Net</td>
</tr>
<tr>
<td><strong>Kristin Bergum</strong>, Director, Regulatory Affairs, Posten Norge AS</td>
</tr>
<tr>
<td><strong>Geoff A. Bickerton</strong>, Research Director, Canadian Union of Postal Workers</td>
</tr>
<tr>
<td><strong>Reto Bleisch</strong>, University of Zurich and Regulatory Affairs – Swiss Post</td>
</tr>
<tr>
<td><strong>Timothy J. Brennan</strong>, Professor of Policy Sciences and Economics, University of Maryland Baltimore County</td>
</tr>
<tr>
<td><strong>Bernard Bukovec</strong>, Regulatory Affairs, Osterreichische Post AG</td>
</tr>
<tr>
<td><strong>Nigel Burke</strong>, Financial Controller, Speedmail International Limited</td>
</tr>
<tr>
<td><strong>Joan Calzada</strong>, Professor, University of Barcelona</td>
</tr>
<tr>
<td><strong>James I. Campbell</strong>, Attorney</td>
</tr>
<tr>
<td><strong>Robert Campbell</strong>, Dean of Arts and Professor of Political Science, Wilfrid Laurier University</td>
</tr>
<tr>
<td><strong>Catherine Cazals</strong>, Researcher, Manufacture des Tabacs, IDEI - Universite des Sciences Sociales</td>
</tr>
<tr>
<td><strong>Robert H. Cohen</strong>, Director, Rates Analysis &amp; Planning, U.S. Postal Rate Commission</td>
</tr>
<tr>
<td><strong>Jeffrey Colvin</strong>, Manager of Product Cost Analysis, USPS</td>
</tr>
<tr>
<td><strong>Joao Confraria</strong>, Professor, Faculdade de Ciências Económicas e Empresariais, Universidade Católica Portuguesa</td>
</tr>
<tr>
<td><strong>Catherine Churchard</strong>, General Counsel, Royal Mail</td>
</tr>
<tr>
<td><strong>Margaret P. Crenshaw</strong>, Manager, Policy and Pricing, Office of Transformation, USPS</td>
</tr>
<tr>
<td><strong>Michael Crew</strong>, Rutgers University</td>
</tr>
<tr>
<td><strong>Michael Critelli</strong>, Chairman and Chief Executive Officer, Pitney Bowes</td>
</tr>
<tr>
<td><strong>Javier Cuesta</strong>, Director for Strategy and Corporate Development, Correos y Telégrafos</td>
</tr>
<tr>
<td><strong>Donal Curtin</strong>, Chief Executive, An Post</td>
</tr>
<tr>
<td><strong>Robert Curry</strong>, Vice President Business Development, Siemens Dematic Postal Automation, LP</td>
</tr>
<tr>
<td><strong>Gonzales d'Alcântara</strong>, La Poste / De Post Belgium</td>
</tr>
<tr>
<td><strong>Michael D’Arcy</strong>, D’Arcy Smyth and Associates</td>
</tr>
<tr>
<td><strong>Philippe De Donder</strong>, Professor, Manufacture des Tabacs, IDEI - Universite des Sciences Sociales</td>
</tr>
<tr>
<td><strong>Etienne de Villemeur</strong>, IDEI - Universite des Sciences Sociales</td>
</tr>
<tr>
<td><strong>Alex Dieke</strong>, Economist, Communications, Postal Services and Logistics, WIK-Consult</td>
</tr>
<tr>
<td><strong>Helmut M. Dietl</strong>, Professor and Chair of Services and Operations Management, Universitü Zurich</td>
</tr>
<tr>
<td><strong>Paul Dudley</strong>, Head of Regulatory Economic Analysis, Royal Mail</td>
</tr>
<tr>
<td><strong>Richard Eccles</strong>, Partner, Bird &amp; Bird</td>
</tr>
<tr>
<td><strong>Kari Elkeliä</strong>, Development Manager, Finland Post Corporation</td>
</tr>
<tr>
<td><strong>Charles E. Fattore</strong>, President - Expedited Services, R.R. Donnelley Logistics</td>
</tr>
<tr>
<td><strong>Stephen Ferguson</strong>, Manager – Regulatory Affairs, An Post</td>
</tr>
<tr>
<td><strong>Frédérique Feve</strong>, Researcher, Manufacture des Tabacs, IDEI - Universite des Sciences Sociales</td>
</tr>
<tr>
<td><strong>Alessandra Fratini</strong>, Partner, O'Connor and Company, European Lawyers</td>
</tr>
<tr>
<td><strong>Rutger Goethart</strong>, Manager - International Regulatory Affairs, TPG Post</td>
</tr>
<tr>
<td><strong>Greg Harford</strong>, Manager, International Relations, New Zealand Post Limited</td>
</tr>
<tr>
<td><strong>Doris Hildebrand</strong>, Managing Partner, EE&amp;MC – European Economic &amp; Marketing Consultants GmbH</td>
</tr>
<tr>
<td><strong>John Hearn</strong>, Project Manager - Postal Regulation, Commission for Communications Regulation</td>
</tr>
<tr>
<td><strong>George Houpis</strong>, Director, Frontier Economics</td>
</tr>
<tr>
<td><strong>Gary S. Jensen</strong>, Vice President, Corporate Development &amp; Marketing, Siemens Dematic Postal Automation, LP</td>
</tr>
<tr>
<td><strong>Luis A. Jimenez</strong>, Senior Vice President and Chief Strategy Officer, Pitney Bowes, Inc.</td>
</tr>
<tr>
<td><strong>Christer Johnson</strong>, Associate Partner, IBM Business Consulting Services</td>
</tr>
<tr>
<td><strong>William T. Johnstone</strong>, Secretary of the Board of Governors, USPS</td>
</tr>
<tr>
<td><strong>Per Jonsson</strong>, Postal Adviser, the Swedish National Post and Telecom Agency</td>
</tr>
<tr>
<td><strong>Alexander Kirschall</strong>, Director and Head of Competition Law, Deutsche Post World Net</td>
</tr>
<tr>
<td><strong>Roger Kodat</strong>, Deputy Assistant Secretary for Government Financial Policy, U.S. Department of the Treasury</td>
</tr>
<tr>
<td><strong>Daniel Krähenbühl</strong>, Economist – Corporate Development, Swiss Post</td>
</tr>
<tr>
<td><strong>Patrick Lagadec</strong>, Director of Research, Ecole Polytechnique</td>
</tr>
<tr>
<td><strong>Ian Leigh</strong>, Managing Director, Postwatch</td>
</tr>
<tr>
<td><strong>Joy M. Leong</strong>, Counsel, Sidley Austin Brown and Wood LLP</td>
</tr>
<tr>
<td><strong>Pekka Leskinen</strong>, General Counsel, Legal Affairs, Finland Post Corporation</td>
</tr>
<tr>
<td><strong>David M. Levy</strong>, Partner, Sidley Austin Brown and Wood LLP</td>
</tr>
<tr>
<td><strong>Maurits Lugar</strong>, International Trade Adviser, Sidley Austin Brown and Wood LLP</td>
</tr>
<tr>
<td><strong>Sean Lyons</strong>, Partner, London Economics</td>
</tr>
<tr>
<td><strong>Markku Makitalo</strong>, R&amp;D Director - Export-Import, Finland Post Corporation</td>
</tr>
<tr>
<td><strong>Leonardo Mautino</strong>, Communications Division, OXERA</td>
</tr>
<tr>
<td><strong>Ilka Meyne</strong>, Assistant Director Regulation Procedures, Deutsche Post World Net</td>
</tr>
<tr>
<td><strong>Erwann Michel-Kerjan</strong>, Professor, Center for Risk Management, University of Pennsylvania</td>
</tr>
<tr>
<td><strong>Richard Moriarty</strong>, Director, Competition and Regulation, Postal Services Commission</td>
</tr>
<tr>
<td><strong>F. Nader</strong>, Managing Director, Adrenaline Corporation</td>
</tr>
<tr>
<td><strong>Antonia Niederprüm</strong>, Head of the Research Group, Communications, Postal Services and Logistics, WIK-Consult</td>
</tr>
<tr>
<td><strong>Heikki Nikkilä</strong>, Research Director, Corporate Development, Finland Post Corporation</td>
</tr>
<tr>
<td><strong>John Nolan</strong>, Deputy Postmaster General, USPS</td>
</tr>
<tr>
<td><strong>Louis F. O’Brien</strong>, Vice President – Business Transformation and Sourcing Management, Canada Post Corporation</td>
</tr>
<tr>
<td><strong>George A. Omas</strong>, Chairman, U.S. Postal Rate Commission</td>
</tr>
<tr>
<td><strong>Derek Osborn</strong>, Director, E-Biss International</td>
</tr>
<tr>
<td><strong>John Panzar</strong>, Louis W. Menk Professor of Economics, Northwestern University</td>
</tr>
<tr>
<td><strong>Edward S. Pearsall</strong>, Consultant</td>
</tr>
<tr>
<td><strong>Wolfgang Pickavé</strong>, Director, Regulation Strategy, Deutsche Post World Net</td>
</tr>
<tr>
<td><strong>Alberto Pimenta</strong>, Director-Strategic Development, CTT Correios de Portugal S.A.</td>
</tr>
<tr>
<td><strong>Eugen Pink</strong>, General Manager, Federal Association of German Postal Service Providers</td>
</tr>
</tbody>
</table>
12th Conference on Postal and Delivery Economics

Revised May 27, 2004

SPEAKERS, DISCUSSANTS, & CHAIRS (CONTINUED)

Leon Pintsov, Pitney Bowes Fellow & Vice President, International Standards & Advanced Technology, Pitney Bowes, Inc.

Michael Plunkett, Manager, Pricing Strategy, USPS

Wolfgang Pordzik, President & CEO, Deutsche Post World Net USA, Inc.

Gerard Power, Vice President General Counsel & Corporate Secretary, Canada Post Corporation

Antónia Rato, Director of Regulatory Issues, CTT Correios de Portugal S.A.

Ian Reay, Head of Market Developments, Royal Mail

Robert Reisner, President and CEO, Transformation Strategy

Dennis Bijnders, Nolan, Norton & Co.

Frank Rodriguez, Head of Economics, Royal Mail

James W. Sauber, Research Director, National Association of Letter Carriers

Paul Secker, Associate Partner, IBM Business Consulting Services

Sten Selandar, Director, National Post and Telecom Agency

Bernhard Schmocker, Head of HR Strategy and Management Support, Swiss Post

Joseph Sharkey, Director – Strategic Planning and Performance Reporting, USPS

Michael J. Shinay, Associate Partner, IBM Business Consulting Services

Paul Smith, Deputy Director, Retail, Postal Services Commission

Anthony Alverno, Attorney, USPS

John Allen, Chief Executive Officer, New Zealand Post

Gary Battaglia, Director - Global Growth and Strategies, Pitney Bowes, Inc.

Marion V. Brouwer, Public Affairs, TPG (TNT Post group)

Philip Burns, Director, Frontier Economics

Geoff A. Bickerton, Research Director, Canadian Union of Postal Workers

Maria Carmo Seabra, Board Member, Anacom – Autoridade Nacional de Comunicações

Ralph Carter, Senior Attorney, FedEx Express European Services

Robert Cohen, Director, Rates Analysis & Planning, United States Postal Rate Commission

Jeffrey Colvin, Manager of Product Cost Analysis, USPS

Michael A. Crew, Professor of Economics, Rutgers University

Gonzalès d’Alcantara, La Poste / De Post Belgium

Gene Del Polito, President, Association for Postal Commerce

Charles E. Fattore, President - Expedited Services, R.R. Donnelley & Sons Co.

Stephen Ferguson, Manager-Regulatory Affairs, An Post

Rutger Goethart, TPG (TNT Post group)

Stefano Gori, Manager, Economic Research Unit, Poste Italiane SpA

John Haldi, President, Haldi Associates, Inc.

George Houpis, Director, Frontier Economics

Gary S. Jensen, Vice President, Corporate Development & Marketing, Siemens Dematic Postal Automation, LP

Luis Jimenez, Vice President and Chief Strategy Officer, Pitney Bowes, Inc.

Paul R. Kline, Professor, University of Pennsylvania

Daniel Krähenbühl, Corporate Development, Swiss Post

Joy Leong, Counsel, Sidley Austin Brown and Wood LLP

David M. Levy, Partner, Sidley Austin Brown and Wood LLP

David W. Spence, Managing Director, Legal - Regulatory and Industry Affairs, FedEx

Menahem Spiegel, Associate Professor of Economics, Rutgers Business School, Rutgers University

Börje Spong, Head of Mergers & Acquisitions, Posten AB

Alfred Stratil, Deputy Director General for Postal and Telecom Affairs, Federal Ministry for Transport, Innovation and Tech.

Hans Strikwerda, Professor, Universiteit van Amsterdam and Nolan, Norton & Co.

Gregory Swinand, Senior Consultant - Regulatory Division, UPS

Anton van der Lande, Vice President-Public Affairs International, UPS

Anthony Vegliante, Vice President, Labor Relations, USPS

Ian Vosler, Partner, Venable, LLP

Sture Wallander, Vice President, International Relations Secretariat, Posten AB

Hannes Weiss, 1492/consulting

Ingo Willems, Vice President, A.T. Kearney GmbH

David Williams, Inspector General, USPS

Ralf Wojtek, Partner, Heuing Kuhn Luer Wojtek

Jose Marcos, Head of International Affairs and Regulation, Correos y Telégrafos

Walter Maschke, Managing Director Corporate Regulation Management, Deutsche Post World Net

Heikki Nikali, Research Director, Corporate Development, Finland Post Corporation

Louis F. O’Brien, Vice President – Business Transformation and Sourcing Management, Canada Post Corporation

George A. Omas, Chairman, U.S. Postal Rate Commission

Wolfgang Pickavé, Director, Regulation Strategy, Deutsche Post World Net

Alberto Pimenta, Director-Strategic Development, CTT Correios de Portugal S.A.

Sarah Prosser, Managing Attorney, International Regulatory Affairs, FedEx

Ian Reay, Head of Market Developments, Royal Mail

Frank Rodriguez, Head of Economics, Royal Mail

Bernard Roy, Head - Department of Regulatory Economics, La Poste

James Sauber, Research Director, National Association of Letter Carriers

Paul Smith, Deputy Director - Retail, Postal Services Commission

Börje Spong, Head of Mergers & Acquisitions, Posten AB

Gregory Swinand, Senior Consultant - Regulatory Division, UPS

Mark van der Horst, Chair – European Express Association, UPS

Anton van der Lande, Vice President-Public Affairs International, UPS

Hannes Weiss, 1492/consulting

Ingo Willems, Vice President, A.T. Kearney GmbH

David Williams, Inspector General, USPS

Ralf Wojtek, Partner, Heuing Kuhn Luer Wojtek

Jose Marcos, Head of International Affairs and Regulation, Correos y Telégrafos

Walter Maschke, Managing Director Corporate Regulation Management, Deutsche Post World Net

Heikki Nikali, Research Director, Corporate Development, Finland Post Corporation

Louis F. O’Brien, Vice President – Business Transformation and Sourcing Management, Canada Post Corporation

George A. Omas, Chairman, U.S. Postal Rate Commission

Wolfgang Pickavé, Director, Regulation Strategy, Deutsche Post World Net

Alberto Pimenta, Director-Strategic Development, CTT Correios de Portugal S.A.

Sarah Prosser, Managing Attorney, International Regulatory Affairs, FedEx

Ian Reay, Head of Market Developments, Royal Mail

Frank Rodriguez, Head of Economics, Royal Mail

Bernard Roy, Head - Department of Regulatory Economics, La Poste

James Sauber, Research Director, National Association of Letter Carriers

Paul Smith, Deputy Director - Retail, Postal Services Commission

Börje Spong, Head of Mergers & Acquisitions, Posten AB

Gregory Swinand, Senior Consultant - Regulatory Division, UPS

Mark van der Horst, Chair – European Express Association, UPS

Ian Vosler, Partner, Venable LLP

Sture Wallander, Vice President, International Relations Secretariat, Posten AB

Joseph Marcos, Head of International Affairs and Regulation, Correos y Telégrafos

Walter Maschke, Managing Director Corporate Regulation Management, Deutsche Post World Net

Heikki Nikali, Research Director, Corporate Development, Finland Post Corporation

Louis F. O’Brien, Vice President – Business Transformation and Sourcing Management, Canada Post Corporation

George A. Omas, Chairman, U.S. Postal Rate Commission

Wolfgang Pickavé, Director, Regulation Strategy, Deutsche Post World Net

Alberto Pimenta, Director-Strategic Development, CTT Correios de Portugal S.A.

Sarah Prosser, Managing Attorney, International Regulatory Affairs, FedEx

Ian Reay, Head of Market Developments, Royal Mail

Frank Rodriguez, Head of Economics, Royal Mail

Bernard Roy, Head - Department of Regulatory Economics, La Poste

James Sauber, Research Director, National Association of Letter Carriers

Paul Smith, Deputy Director - Retail, Postal Services Commission

Börje Spong, Head of Mergers & Acquisitions, Posten AB

Gregory Swinand, Senior Consultant - Regulatory Division, UPS

Mark van der Horst, Chair – European Express Association, UPS

Ian Vosler, Partner, Venable LLP

Sture Wallander, Vice President, International Relations Secretariat, Posten AB
The conference will be held in Cork, Ireland. The conference site is:

Jurys Cork Hotel
Western Road, Cork, Ireland
Phone: +353-21-4252 700; Fax: +353-21-4274 477

http://www.jurysdoyle.com/ireland/jurys_hotel_cork.htm

Hotel reservation forms can be obtained at our web site (http://crri.rutgers.edu/post/). The reservation forms must be sent to the Jurys Cork Hotel. The Conference rates for the hotel are €166 a night for a daily room single use with meals and €224 for double room with meals. There are special rate for two days before and after the conference. Please note on reservation form that you are attending the 12th CPDE (Rutgers University). The deadline for reservations is April 12, after this date we cannot guarantee room availability.

FEES AND EXPENSES

- A registration fee of $1075 is payable to Rutgers University.
- Food and lodging at the Conference are not included in the registration fee. All persons that do not stay at the Jurys Cork Hotel will be required to pay for meals separately.
- The conference fee is waived for a limited number of employees of sponsoring organizations.

Please forward the Registration Form to Jeremy T. Guenter at:

Center for Research in Regulated Industries, Rutgers Business School
180 University Avenue, Newark, NJ 07102-1897, USA
Fax: 973-353-1348 Email: crri@andromeda.rutgers.edu
Registration is available at http://crri.rutgers.edu/post/

REGISTRATION FORM: 12th Conference on Postal and Delivery Economics

Name:
Title:
Company:
Complete Address:
Telephone:        Fax:
Email:

Billing Information:
___ Employee of sponsoring organization*—fee may be waived
___ Payment of $1075 enclosed in U.S. Dollars payable to Rutgers University
___ Credit Card: __ VISA __ MC Exp. ____/____ Card #__________________________
___ Send invoice to___________________________________________________________________________

CANCELLATION POLICY: Until April 16, 2004 cancellation is allowed without penalty and refunds will be allowed in full. After this date, the indicated fee is due in full whether or not the participant actually attends. Substitutions may be made at any time.

Signature of Participant: __________________________