

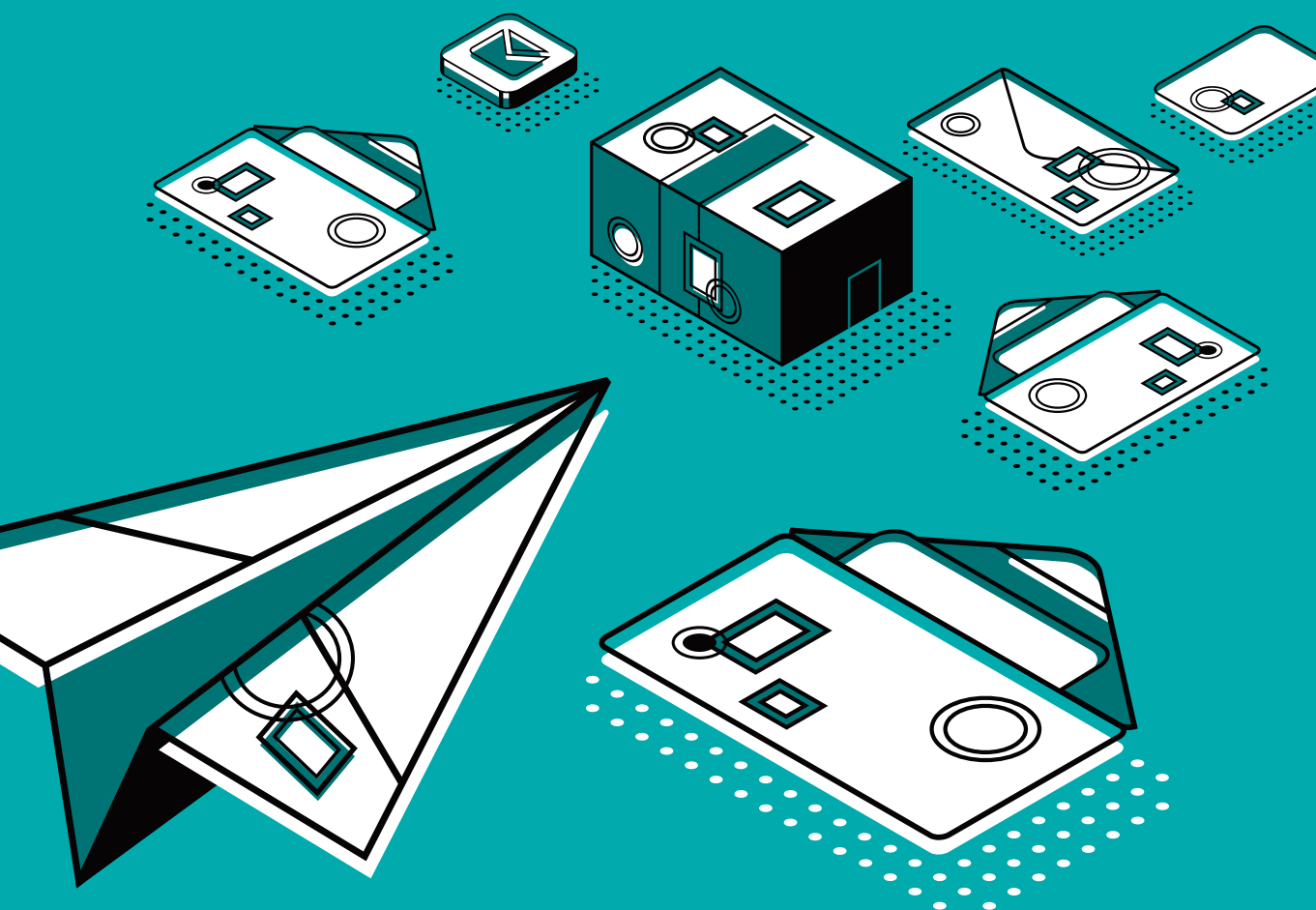


INTERNATIONAL



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INTERNATIONAL BENCHMARKING WORKSHOP ON POSTAL REGULATORY ISSUES



Lisbon, Portugal //
4 – 6 March 2020 //



INTERNATIONAL BENCHMARKING WORKSHOP ON POSTAL REGULATORY ISSUES

The topics that you want to discuss

The final list of regulatory and policy topics will be determined based on inputs from the participants and other industry stakeholders. Derek Osborn and Cullen International will send a short survey to gather inputs and will then confirm the final list of preferred topics to be covered during the workshop.

The topics currently being considered for discussion (although they could be changed depending on the survey responses) are:

- Future scope of universal service obligation
- Assessing affordability and price elasticity
- Sustainability and financing mechanisms
- Cost allocations (including for USO net cost calculations)
- Key consumer issues and how best to address them
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Why participate in a postal business benchmarking workshop?

This workshop will allow participants to:

- Meet others who are facing the same challenges and opportunities as you are
- Meet the right people all in one place and hear what others are doing and how
- Share your latest knowledge, ideas, innovative approaches and risks faced
- Engage with other participants on possible solutions to regulatory and policy challenges
- Keep up to date with the latest developments

Feedback from forums and workshops in 2018 - in the words of participants

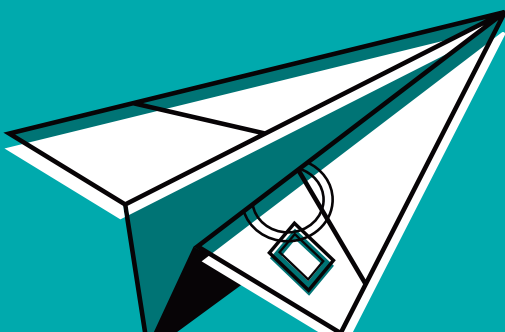
18th International Delivery Benchmarking Workshop - June 2018, Utrecht, Netherlands

"Network, open atmosphere: everybody is open and willing to share information - due to this you always learn something new you can use"

"Meeting people and getting new ideas, all elements of workshop was excellent"

1st International Postal Retail Benchmarking Workshop - Sept 2018, Bonn, Germany

"The diversity of the presentations was critical - seeing the strategies and challenges from each post was an excellent use of time, excellent content, love the networking"





INTERNATIONAL BENCHMARKING WORKSHOP ON POSTAL REGULATORY ISSUES

The organisers

Cullen International

Cullen International tracks, reports on and benchmarks regulation and competition law in four sectors – telecommunications, media, digital economy and postal - covering developments across Europe, the Americas, the Middle East and North Africa. For over thirty years, we have been providing comprehensive, neutral, unbiased, timely information that is trusted by industry and official institutions alike. We are widely recognised as the leading regulatory intelligence provider in the field. Our services consist of a unique range of alerts, reports, benchmarks and enquiry services that are complemented by our topical conferences and regulatory training offer. We are also regularly selected to carry out important research and studies for the European Commission and other organisations and we are frequently sought out to chair or make presentations at industry events.

Whatnext4u – Derek Osborn

Bringing fresh thinking, ideas and inspiration to postal strategy, human resource development, market development, customer orientation, encouraging innovation, transformation and change management as well as business improvement in all aspects of the postal sector. Providing bespoke training and development workshops and ‘master classes’ designed and delivered to inform, build greater awareness, inspire fresh thinking and improve focus in any sector on leadership, facilitation, coaching and mentoring, career development, working cross-culturally and developing graduates.

CTT Correios de Portugal

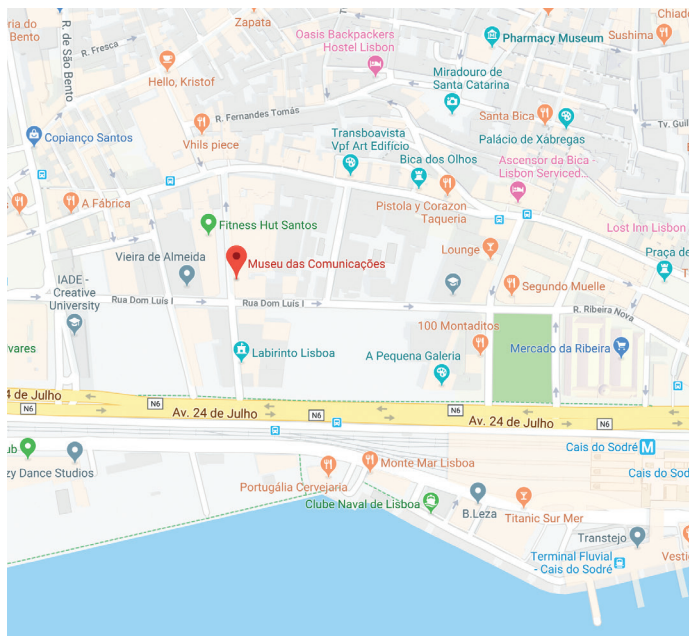
CTT has a history of nearly 500 years of dedication, commitment and professionalism, to bring the Portuguese and the world closer together. It has been, from its inception, an important partner for companies, creating innovative solutions that help promote businesses.

It is one of the most iconic brands in Portugal, with vast assets that have kept up with the run of time. Its mission is to remain a worldwide reference as a postal operator, oriented towards sustainable growth, centered on the ideals of excellence and closeness, and focused on innovation.

The venue

The conference will be hosted by CTT Correios de Portugal and will take place at

Museu das Comunicações
Rua do Instituto Industrial 16
Lisbon, Portugal





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Facilitators



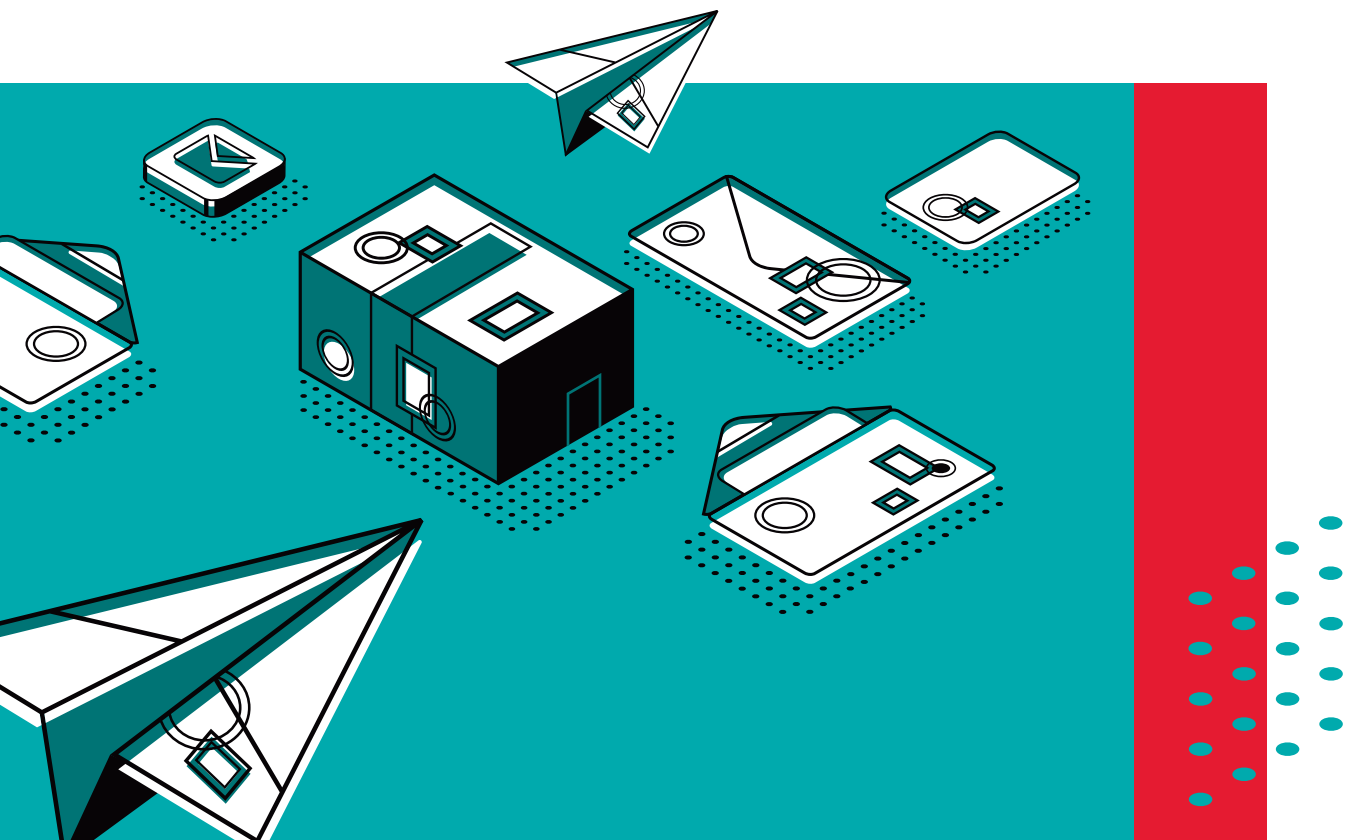
Peter Dunn

Peter Dunn, Director of client services at Cullen International, is responsible for our portfolio of regulatory intelligence and training services for clients, ensuring that our services meet clients' current and future needs. Peter also leads the postal regulatory intelligence service. Peter has developed new lines of business for the company – including the launch of a successful training business in 2011 and the postal service in 2013.



Derek Osborn

Derek Osborn, Business and Career Coach at Whatnext4u, is a business coach, a management trainer, and an international facilitator who focuses on strategy, human resource development, innovation, leadership, and change management. He spent 22 years working as a senior manager for the Royal Mail and more than 16 years working internationally across the postal industry. He has collaborated with businesses and organizations—including governments and national postal operators—to improve operations and efficiency, develop greater customer focus, develop innovative strategies, and implement transformation. He is the co-editor of three volumes of *The Future Is in the Post*.





Agenda

This is an outline agenda. More detail on the confirmed list of topics following the results of the survey will be provided in due course.

DAY 1 4 March 2020

08:30	Welcome coffee and registration
09:00	Introduction and review of survey results
09:30	Session One – Future scope of universal service obligation
10:45	Coffee break
11:00	Session One - continued
12:15	Lunch break
14:00	Session Two – Assessing affordability and price elasticit
15:15	Coffee break
16:00	Session Two - continued
17:15	Wrap up and key take-aways of day one
19:00	Networking activity and dinner – Venue to be confirmed

DAY 2 5 March 2020

09:30	Session Three – Sustainability and financing mechanisms
10:45	Coffee break
11:00	Session Three - continued
12:15	Lunch break
14:00	Session Four – Cost allocations (including for USO net cost calculations)
15:15	Coffee break
16:00	Session Four – continued
17:15	Wrap up and key take-aways of day two
19:00	Networking activity and dinner – Venue to be confirmed

DAY 3 6 March 2020

09:30	Session Five – Key consumer issues and how best to address them
10:45	Coffee break
11:00	Session Six - Risks arising from future environmental regulation
12:15	Wrap up and key take-aways
13:00	End of the event and lunch



INTERNATIONAL BENCHMARKING WORKSHOP ON POSTAL REGULATORY ISSUES

For more information

On the programme, contact
Derek Osborn at Whatnext4u
Tel +44 7812 583523 or +44 1424 272711
derekosborn@whatnext4u.com

On administrative questions, contact
Sarah Vergote at Cullen International
Tel + 32 (0)2 73 87 203
events@cullen-international.com

How to register?

Please register by filling in the registration form on **Cullen International's website**

Fees

Fee (VAT excluded*) per delegate

Early bird fee (available until 4 January 2020)	€ 1,125
Standard fee	€ 1,250

10% discount for multiple registrations from the same organisation.

The fees include the documentation materials, the refreshments, lunches on the three days, evening activities and dinners on the two first days. They do not include accommodation.

In accordance to Portuguese tax law, a 27% VAT is chargeable on all registrations.

Upon receiving your registration, we will send you an invoice to be paid within one month and in all cases before the event. In the absence of payment by the due date, we reserve the right to reallocate places.

Trainings and conferences general terms and conditions

A. Limited number of delegates

To ensure a high quality training/conference experience, the number of participants in the training/conference programme will be limited. Cullen International reserves the right to refuse registrations once the maximum number of participants is reached.

B. Cancellations / substitutions

Cancellations must be made in writing. Full refunds will be paid only if cancellations are received by Cullen International 14 days before the start of the training/conference course.

For trainings, in case of cancellations within 14 days before the start of the training course, a refund will also take place but an amount of 300€ will be charged for administrative costs.

If the delegate registers to a subsequent training course that takes places within one year from the date of the training for which the registration was cancelled, the amount of 300€ will be deducted from the cost of that subsequent training course.

Delegate substitutions can be made at any time. They must be communicated to Cullen International before the start of the course.

C. Non-attendance

In the event of non-attendance, full training/conference fees will remain payable and no refunds will be paid.

D. Changes to programme, venue or date

Cullen International reserves the right to make changes to the programme, the venue and the presenters. Cullen International also reserves the right to cancel or reschedule the training/conference if there are insufficient participants. Delegates will be notified in good time and will be entitled to a refund of the fee if the training/conference is cancelled or is changed to a date which is not convenient for the delegate.

E. Invoicing and Payment conditions

Registrations will only be effective after payment receipt and payment must be done before the event takes place. Cullen International reserves the right to refuse attendance of a participant whose invoice has not been paid prior to the event.

Cullen International also reserves the right to refuse registrations to members of organisations who had registered participants to previous events and not paid their invoices. The delegate shall provide, while

registering to attend an event, all requested information necessary for the issue of the invoices. All invoices are payable in total, for the amount invoiced including the taxes stated on each invoice (VAT). No withholding for tax or administrative reasons will be accepted.

F. Data protection

Your personal data will be used for the purpose of organising the training or conference. Cullen International will also subsequently use such data to inform you of its future training programmes and other activities or services, unless you opt out by sending us an email. Your personal data will not be communicated to any third parties.

G. Confidentiality and Copyright

All Cullen International training/conference material is subject to normal copyright conditions. Any copy is subject to prior written authorisation from Cullen International.

The training/conference material is for the delegate's own use and may not be disclosed to any third party. It shall be treated with a high level of confidentiality, in the same way as the delegate protects its own confidential information.

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MEDIA PARTNER



Postal Hub Podcast
The postal, parcels and express podcast