

VISION 2013



Five-Year Strategic Plan for 2009-2013
October 2008

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**A Letter from the Postmaster General/CEO and the
Chairman of the Board of Governors**

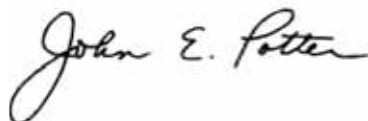
Vision 2013 is a new approach from previous Strategic Plans the U.S. Postal Service has developed. Amid the current challenges, *Vision 2013* offers a broader perspective of what it will take to advance the Postal Service and the postal industry as a whole. The goal of *Vision 2013* is to maintain affordable universal service for the country.

The customer is at the center of all our efforts. In planning and executing future programs and policies, success means engaging all stakeholders—from businesses and consumers, to employees and labor leaders, to industry and public policy leaders. In this time of uncertainty, we see opportunity to build on a solid foundation of service and operational excellence. We will continue to invest in the Intelligent Mail Barcode, flexible processing and transportation networks, the new Flats Sequencing System, and other initiatives that promise new gains in service, efficiency, and customer value in the years ahead.

At the same time, we know we must deliver additional value and develop new, innovative ways for businesses and consumers to use our products and services. Our new marketing structure will allow us to adapt and respond more quickly to tap new sources of revenue and volume.

The Postal Act of 2006 gives us new tools and clearly was a first step in providing flexibility to adapt our products and pricing to market requirements. We need to build on these fundamental principles and work with lawmakers to assure we have the necessary flexibility to meet future customer needs.

Serving the customer is the objective and *Vision 2013* is the roadmap. As we move down this road over the next five years, we expect change to be the hallmark of the postal industry. Embracing change will require innovation and collaboration on an unprecedented scale. The management team is ready and looks forward to working with everyone who has a stake in maintaining the world's best postal service.



John E. Potter
Postmaster General, Chief Executive Officer



Alan C. Kessler
Chairman, Board of Governors

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INTRODUCTION

Vision 2013 is our strategic plan for creating opportunities to build our business and sustain a viable Postal Service for future generations.

Our vision of the future begins with a strong foundation. We will continue to strengthen our core operations and services, balancing an immediate and urgent need to reduce costs with a continued commitment to strategies such as Intelligent Mail®, that are essential to our future. Along with our stakeholders, we must address a number of difficult challenges to our business. However, we will be guided by one overriding principle — that we exist to serve our customers. For that reason, this plan is built entirely around the customer and customer needs.¹

I. BUILDING ON A STRONG FOUNDATION

We launched our *Transformation Plan* in 2002 to accelerate improvements made since passage of the Postal Reorganization Act almost three decades earlier. We used it to transform performance across the board — in service, efficiency, and workplace conditions. By any calculation it was a success, producing unprecedented service improvements, steady productivity growth, and more than \$20 billion in cumulative cost reductions. Compared with 2002, we now deliver to 10 million more delivery points, with far better service, using almost 150,000 fewer employees.

While significant progress has been made, we realize that it is not enough. There is much that we must do differently to compete successfully in a dynamic market. However, changing the emphasis of our strategies does not change *who* we are.

A Unique Mission. The Postal Service's mission does not change. We exist to provide trusted, affordable, universal service. We have a unique role in the American economy and society, with obligations unlike any other business. We provide universal service to all communities and serve every business and household.

A Strong Brand. The Postal Service brand stands for reliability and trust. We will continue to deliver on the promise of that brand in all we do.

An Engine of Economic Growth. We are the core of a trillion-dollar industry that employs more than eight million Americans. The country benefits from the Postal Service and the many enterprises, such as printing and creative services, that support it. A healthy, innovative Postal Service is a necessity for businesses and institutions of all types and sizes. It is invaluable for small and in-home businesses that use mail as a tool to grow and compete. It is a secure conduit for financial transactions and an efficient way to market products and gain support for charitable and non-profit causes. Mail has also emerged as an important complement to online services, attracting new customers to Web sites and stores.

The Postal Service Still Binds the Nation Together. The Postal Service provides a safe, reliable channel to deliver letters, catalogues, magazines, and parcels everyday to 150 million U.S. addresses and countless more worldwide. Each day 290,000 carriers travel down

¹ *Vision 2013* covers the period 2009-2013 and meets the requirement for a five-year strategic plan established by the Government Performance and Results Act of 1993. Detailed performance data is available in the Comprehensive Statement on Postal Operations and the Annual Report.

neighborhood streets, delivering and collecting the day's mail and packages. Tens of thousands of Post Offices open for business. Millions of customers make daily visits to our Web site, *usps.com*, to print postage and request free package pickups. Our customers rely on us to help build and maintain relationships, share vital and sensitive information, and exchange goods and services. While competition exists for every one of these tasks, the Postal Service remains America's trusted choice for reliability, convenience, and value.

II. CHALLENGING TIMES

Businesses face challenges at many points in their history, and the Postal Service is no exception. Present challenges stem from rapid changes in demand for our traditional products and the limitations for responding that are inherent in our current business model.

Economic Uncertainty. Many of our customers are hard-pressed by the current economic slowdown. They are challenged by the rising costs of energy and material, such as paper, that increase the total cost of mailing and shipping. Even when the economy improves, it is not certain that mail volume growth will reach previous levels. Therefore, there is no assurance that revenue will be sufficient to continue to fund the fixed costs of universal service and the addition of 1.4 to 2 million new deliveries each year.

A Different Mail Mix. The nature of mail is changing. In the past, the mailstream was composed mostly of statements, bills, and payments. This "transactional" First-Class Mail was largely resistant to changes in the economy. Today, the largest share of mail is advertising. Because advertising is considered a discretionary expense, it is much more sensitive to economic fluctuations. Looking forward, this shift will result in more volatility in mail volume and a larger negative impact from economic downturns.

A Business Model In Need of Change. Like every business, the Postal Service is adapting to the Internet and evolution in consumer behavior. However, in at least one key respect, we are very different: we are attempting to address 21st century market demands with a business model more suited for the last century. There has been a fundamental change in the demand for mail that the present model does not acknowledge. We face a growing gap between declining volume and increasing network and labor costs. Due to the networked nature of our operations, many of our costs — such as the cost of a carrier to stop at every address, every day — are fixed, regardless of volume.

Prudent management should demand that we make substantial adjustments to compensate. However, our flexibility to make adjustments is limited where costs are most significant — labor, our network, and the interpretation of the Universal Service Obligation (USO). The Postal Act of 2006 provided additional pricing flexibility in shipping services, but offered little flexibility for the rest of our business. While customer needs continue to evolve, the law limits our ability to create new products, seek new sources of revenue, or modify the USO. Many of our costs such as energy and benefits are rising faster than inflation, while prices for 90 percent of our revenue base are capped at the Consumer Price Index.

Potential Regulatory and Legislative Changes. The Postal Act of 2006 was designed to be dynamic and to accommodate ongoing review of the Postal Service's business model. This will include dialogue on possible changes to the USO and to the letter and mailbox monopolies established by Congress to protect the mechanism to fund that obligation. We will be at the forefront of the dialogue. The Postal Service is also subject to multiple public policy mandates

and regulations. Changes or additions to these requirements frequently impact the postal system and add substantial additional costs that mailers ultimately bear.

III. INVESTING IN CONTINUOUS IMPROVEMENT

In recent years, we made several critical investments designed to continue the momentum in service and productivity improvements. We will continue to make our products more versatile, our operations more efficient, and our employees more empowered to satisfy customers and build the business. We will not deviate from what we laid out in the *2005 Strategic Transformation Plan*.

New Advances in Service. We are entering a period of great potential in service as we uncover new opportunities to reduce transit time, streamline processes, and eliminate activities that add little customer value. Powered by unprecedented new data about mail in process, and tools such as Lean Six Sigma and value-stream mapping, we are identifying opportunities in every function — in mail preparation, processing, transportation, delivery, and retail. Real-time scans are beginning to be integrated within postal and customer operations to improve end-to-end performance. Service measurement has been expanded to include all classes of mail. In customer service, we now offer our customers more ways and places to buy and use our products. We will continue to target investments to improve ease of use, no matter when or where customers choose to access us.

Still Much to Gain from Automation and Standardization. Automation has been the single-most important factor in service and productivity gains. We will continue investments to reduce manual handling and improve consistency. We will also continue to standardize in order to capture the maximum value of these investments. The automated sortation of letters into delivery-point sequence has paid enormous dividends, eliminating costs on a large scale at the same time it improved transit time. The Flats Sequencing System, or FSS, promises similar benefits for flat-shaped mail. Rolling out this year, this system will virtually eliminate the time that carriers spend sorting catalogs, magazines, and other flat-shaped mail. FSS will improve service consistency and allow deliveries to start earlier in the day. It will also reduce routes and vehicles, and free up facility space now dedicated to carrier sorting.

Making Mail Intelligent. Intelligent Mail® has the powerful potential to make mail “visible” from its creation to delivery. System-wide visibility is the essential next step to improving service and adding value. By integrating a more versatile barcode with electronic documentation and in-process scanning, Intelligent Mail® is tracked not only within our system; it can be visible even before it comes to us. It helps reduce undeliverable mail by providing immediate, detailed data to correct address records and improve mailing lists. Intelligent Mail® should also be a boon to efficiency. Mailers will know when their mail is sent and received, creating opportunities to improve cash flow, inventory turns, and staffing. Postal managers will use the data to closely align operations to actual mail flows.

Flexible Networks. We manage one of the world’s largest, most complex distribution, transportation, retail, and delivery networks. The Postal Act of 2006 recognized the need to align networks to reflect changes in customer behavior and mail volume. A static network cannot meet customer needs of the future. We will continue work with stakeholders to balance their interests and optimize resources.

Customer-Driven Products and Pricing. We are quickly taking advantage of new flexibility in pricing provided by the Postal Act of 2006, especially for shipping services. Our new pricing

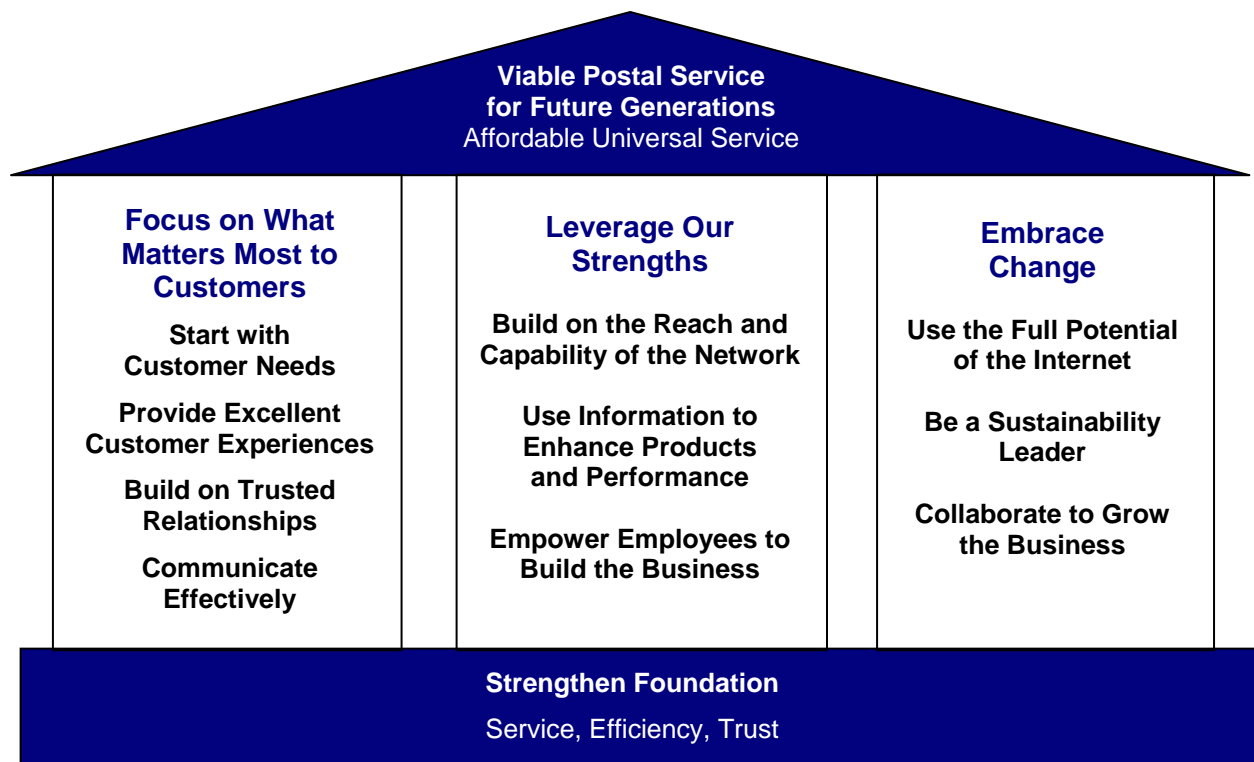
options have been well received, and we intend to pick up the pace, adding new features and options — including contract pricing — that promote new volume and revenue.

Continuing to Build a Performance-Based Culture. Our employees are the heart of the Postal Service brand and the key to transitioning to a culture dedicated to satisfying customers. Multiple efforts are underway to attract and retain employees with the skills to succeed in an increasingly competitive environment. At the same time, we remain firmly committed to ensuring a safe, supportive workplace, and improving communication and feedback to help ensure we remain an employer of choice.

IV. VISION 2013

Our recent successes are the direct result of our belief in doing “first things first” — improving service and driving down costs were essential first priorities. However, the Postal Service cannot survive on cost cutting alone; and service improvements will not, by themselves, halt revenue diversion or attract new customers. Growth is crucial to affordable universal mail service. To grow we must create *new* solutions that meet the needs of tomorrow’s customers. That is our top strategic priority and the focus of our Vision.

Our Vision rests on three major strategies: 1) **Focus on what matters most to customers**; 2) **Leverage our strengths** to create customer value and profits to invest in continued improvement; 3) **Embrace change** in the way we respond to customer needs and a rapidly-evolving business environment.





1. FOCUS ON WHAT MATTERS MOST TO CUSTOMERS

For our business to grow, we must create new solutions that meet the needs of tomorrow's customers, not yesterday's. We must increase the loyalty of current customers, while developing new relationships with younger people who, compared with earlier generations, increasingly view mail as less relevant or important. We must anticipate the needs of technologically connected small businesses. We must also recognize the global nature of commerce and respond to the needs of customers who operate internationally. Every employee will have the responsibility to step up to the task of building the business by focusing on what customers value.



Start with Customer Needs

We are more than just a delivery business; we exist to help customers accomplish tasks that are essential to them. We help exchange information and maintain relationships. We help businesses expand their markets and allow customers to shop more efficiently. We deliver news and entertainment, and pick up and deliver merchandise. Our goal is to create engaged, loyal customers by satisfying their needs better than the alternatives. We will seek new insights about emerging customer needs and design product and service solutions based on what customers tell us is important to them.

Tailor Solutions to Specific Segments

No single solution or common set of products can satisfy the needs of every customer, especially with a market as large and diverse as ours. Although our services use a common pipeline — the same buildings, equipment, and people — this does not mean that “one size fits all” when it comes to customers. We will work closely with customers to design solutions that balance their requirements with our commitment to improved financial results. We will tailor more customized products to different customer segments: large national mailers and smaller organizations; sophisticated and inexperienced users; billers and bill payers; publishers and catalogers; advertisers and direct mailers; domestic and international users; senders and receivers; and consumers of all ages, incomes, and geographic locations. Our customer service will be more focused, including improved support for small businesses and other segments with specialized needs.

Understanding Customer Needs and Market Trends

Getting and keeping customers requires in-depth insight about specific markets, segments, and customers. This requires more open lines of communication and market research to better understand the priorities of different customers. We will integrate data from multiple systems to create a more comprehensive view of our customers and their interactions with us. Customers will be able to obtain information from a single source instead of having to reach out to multiple postal contacts. Information from Intelligent Mail® and other sources will provide new insights about customers and their use of the mail, which will help us offer more relevant products and improved support.



Provide Excellent Customer Experiences

Customers expect timely, reliable, and accurate delivery service at reasonable prices. However, this is just part of the total customer experience — they also need solutions to their business or personal needs, information to help develop their mailings, convenient access, responsive customer service, and innovative products. Being “good enough” is not sufficient to increase customer loyalty. We recognize that every interaction shapes customers’ attitudes about our services, and we will provide a positive experience, no matter when, where, or how customers do business with us.

Reduce Customer Effort

Doing business with us will be simpler and easier. We will reduce the distractions caused by bureaucratic forms and language, inefficient processes, and outdated requirements. We will examine every process and eliminate any step that does not create a positive customer experience. We will reduce the effort it takes to get information, access service, and resolve concerns. Frontline employees will be given the knowledge and flexibility to resolve most customer concerns at the initial point of contact.

Provide Consistent Experiences across All Contact Points

Customers today can access postal services and gather information from more places than ever before — Post Offices, *usps.com*, the Business Service Network, self-service kiosks, by phone and other mobile devices, and by talking with carriers, retail associates, and postmasters. Our service and information will be clear and consistent regardless of the method or location that the customer chooses to do business with us.

Assist Customers with Managing the Entire Mail Value Chain

The customer experience with the mailing process is not limited to the Postal Service. The effectiveness of mail depends on customer experiences along the entire value chain. We will work with our partners to provide our common customers with a better total experience.

Our goal is to convince many more businesses to use or expand their use of mail. We intend to make mail more relevant to younger customers. These goals require working with our partners — list providers, printers, designers, remittance processors, and others — to create an easier, more seamless experience that reduces the perceived difficulty small businesses may have in using mail. We will look at all the steps and work with those in the value chain to simplify and shorten the process.



Build on Trusted Relationships

Trust will be essential in developing solutions to the common challenges facing us. It must be the foundation of our relationships with customers, partners, employees, and other stakeholders. We will continue to earn it by our performance, by leveraging personal relationships, and by open dialogue about what we can do together to grow the business. We will pursue the highest standards of ethics and accountability in all that we do.

Leverage Personal Contact

We have more opportunity than most businesses to build on our personal interactions with customers. Customers appreciate the daily arrival of a carrier at every address, and carriers are recognized for the care they demonstrate for those on their route. For millions of customers who visit our Post Offices each day, the contact with retail associates is still an important part of their relationship with us. Customers appreciate the personal touch of postmasters, account representatives, mail acceptance staff, and many others. Helping them understand the many ways we can meet their needs will be the job of every employee. We will provide new tools and support to help employees reach out to customers to expand use of the mail and generate new revenue.

Protecting Customers and Their Information

We are recognized as one of the most trusted organizations. We will continue to provide leadership in protecting the privacy of personal information, the security of mail, and the safety of our customers and employees. We will protect consumers from fraud and ensure that customer data are protected as we expand collaboration and communication efforts.



Communicate Effectively

We have many stakeholders with different interests and different perspectives on the future of mail. The stakes are high, the future is uncertain, and the pace of change is unprecedented. The need for clear, unambiguous communication about the postal business has never been more critical. Many stakeholders do not realize the role the industry plays in helping the economy grow, or the nature of the challenges we face as an industry. We will address the specific information needs of different audiences as we engage in conversations about building a stronger future for mail.

Deliver a Clear Message About the Future of Mail

We are the core of a trillion dollar mailing industry, and we will find better ways to communicate the value of mail and print in an Internet world. We will use the full spectrum of marketing and promotional tools to increase awareness of our products and services. We will work with industry partners to give customers a better understanding of the steps involved in business mailing — including planning, mailpiece design, production, and mailing.

Improve Two-Way Communications

We will exchange information with our stakeholders, taking greater care to listen as well as speak. We will open and extend “conversations” with customers, employees, and others to identify service and revenue opportunities more quickly. We will use new interactive tools and technologies to share information in more convenient ways. Blogs and podcasts, social networking sites, and mobile devices offer new ways to make our conversations more timely and relevant. We will continue to participate in mailing industry groups, expanding efforts to reach out to specialized segments.

Engage All Employees as Advocates of the Mail

Our employees have a vested interest in a strong Postal Service and can be among the most passionate and articulate advocates for mail. We will support employees to better understand how their efforts and our products directly impact customer loyalty and business results. Our communications will be frequent and straightforward, focusing squarely on the customer and the performance of our services.



2. LEVERAGE OUR STRENGTHS

We are a familiar and trusted presence in communities throughout the country. Every day, millions of customers visit their local Post Office. We have the largest distribution system in the country, backed by increasingly sophisticated data systems — including the nation's physical address registry. We have an extensive and efficient last-mile delivery network. We have an enormous opportunity to build on the reach and capabilities of these assets to create profitable revenue growth.



Build on the Reach and Capability of the Network

Evolving customer needs shaped by the Internet and a new generation of customers are redefining expectations for convenience and access. Customers can now use postal services without ever leaving their home or office. We will better integrate our carrier, Post Office, and online services to deliver state-of-the-art convenience and value. We will renew our Post Office operations to enhance quality and efficiency, and improve financial returns. And, we will continue to build on our domestic network to grow our international business.

Manage Post Offices as a Business

Post Office operations will be improved by applying specialized retail management and metrics. Our managers and sales associates will be able to focus more on providing a satisfying experience to customers and generating profitable revenue. Design, fixtures, and operations will be refreshed and updated to better support the changing nature of today's retail requirements, including making more space available for shipping and small business services. Self-service options will be expanded and better integrated with counter operations and online services. We will minimize forms, remove clutter, and eliminate bureaucratic processes.

We will adapt best practices of the retail industry, including expanded standardization where it promotes a more positive customer experience. We will tailor selected services to local demand, featuring new options for small businesses and other groups, and provide non-English speakers with improved information and support. Cooperative ventures with public or private sector partners will help us better utilize shared space and offer useful new services.

Optimize the Retail Network

Our retail network — the nation's most extensive — will become more dynamic to reflect changes in population, technology, competition, and customer behavior. Online and self-service will be expanded in tandem with ongoing adjustments to the Post Office network, maximizing customer convenience while minimizing cost. We will locate retail facilities where they are more convenient to customers, with operating hours consistent with local

needs, including 24 hour a day access where appropriate. The separation of retail and delivery functions will allow more efficient operations, provide more convenience for retail customers, and create opportunities to use the space for other purposes.

Make the Most of Carrier Services

The Postal Service is the only entity that makes “house calls” at every address, every day. While customers appreciate their carriers, many are unaware of all the services they can provide. Click-N-Ship® and free Package Pickup users know that their carriers collect prepaid mail for free, yet most customers still make special trips to a Post Office or collection box. We will continue to simplify receipt and returns of merchandise. Our goal is to eliminate *any* unnecessary customer trips or inconvenience. In most cases customers can do all the business of mailing right from their homes and offices.

Most of our products have been designed to meet the needs of the *senders*; however, there is opportunity for us to do much more for *recipients*, including providing more convenient tracking, notification, and redirection services. We will also reach out to other businesses — including other delivery companies — to share resources and consolidate trips, which can simplify our customers’ lives at the same time it conserves fuel and helps the environment.

Build on Domestic Strengths to Grow International Business

The expanding global marketplace represents opportunities to grow our inbound and outbound international business. We will help businesses establish global relationships with service-responsive and cost-competitive services that leverage our domestic delivery network. By partnering with other firms and posts, we will better respond to market needs for a comprehensive global offering. For example, the current direct entry programs will be expanded to give mailers options for lower-cost, faster, and more targeted communications in key markets.



Use Information to Enhance Products and Performance

Total mail visibility — the ability to “see” mail at points throughout the process — will drive continued breakthroughs in service and efficiency, and fundamentally change how customers view and use the mail. These new capabilities will allow us to respond more quickly to customer needs and create new services and features that increase the value of mail.

Create Information-Based Services

For some customers, information about the mail can be as valuable as the mail itself. In-process scans allow postal managers and customers to assign resources more efficiently and precisely, resolve problems more quickly, and create valuable new applications. We will develop and apply new information about the mail to create services that add new utility and features. We will complement customized high-end information solutions now available for major mailers with services more tailored to underserved segments and small businesses.

Integrate Data to Improve Business Decisions

We will update systems and provide a single corporate view of our business, and this single view will be shared more effectively across the organization. Consolidating fragmented systems will also strengthen data security. We will standardize reporting to eliminate duplicate processes, enabling employees to spend more time focusing on customers, with timely, accurate data to support their decisions.

Create Paperless Business Processes

We will reduce the paperwork burden on our customers, partners, suppliers, and employees. We will eliminate unnecessary data collection and reporting. Current processes will be examined to ensure the necessary information is collected automatically and as unobtrusively as possible. We will collect more information electronically, reducing time spent in manual processes and improving data accuracy.



Empower Employees to Build the Business

We are proud of the many contributions our employees have made to achieving record service performance and productivity. Now we will also step up to the task of becoming much more focused on building our business — and sustaining our future — by gaining and keeping loyal customers. It is the responsibility of every employee to contribute to customer loyalty, and we are committed to providing the skills, support, and flexibility necessary to deliver world-class business results.

Create a Customer-Driven, Business-Oriented Culture

Customer service skills are vital to success and will be emphasized in employee recruitment, ongoing career development, and advancement — at all levels and in all job functions. Employees will understand how their individual efforts contribute to profit, regardless of their job or how frequently they come into contact with customers. We will provide better, more actionable information to employees about our products, capabilities, and market performance. All employees will have timely, relevant, and credible information on customer needs and business priorities. This will empower employees to directly address customer issues.

Increase Workplace Flexibility

Our workforce and workplaces will be more aligned with changing demographics, new technologies, and fluctuations in volume. Employee responsibilities will evolve to meet new market requirements. This will require a more flexible workforce to meet the changing demands of an uncertain future. New skills and work rules will be required and every employee will be expected to have a broader set of skills and perform multiple assignments over the course of the day and a career.

We also will be more flexible by helping employees balance work and home life. Employees are faced with complexities of taking care of family, household, and medical issues, as well as the rising costs of commuting. We will explore alternative work schedules, telecommuting, and other arrangements to get the job done for our customers.

Encourage Innovation

Our employees are often the best source of ideas. Our goal is to make innovation and a passion for continuous improvement central to our culture. All employees will be involved in the drive for better, faster, leaner business processes. We will do more to listen, respond, and replicate great ideas. We will use new collaborative processes and technologies to speed the review and implementation of good ideas.



3. EMBRACE CHANGE

Many parts of *Vision 2013* are based upon things we are already beginning to do. However, we will also need to enter less familiar territory to succeed in the future. We will use the Internet more extensively to build our business. We will assume a leadership role to help the mailing industry become more sustainable. And we will collaborate more widely to enhance innovation.



Use the Full Potential of the Internet

For many customers, especially younger consumers, the Internet is the first choice for gathering information and performing countless other tasks. We will provide a user friendly Web experience that satisfies customer needs for immediate access to information and services. Our services will be more seamlessly integrated with the Internet, and we will partner with others to create new products and services.

Provide a User-Friendly, Comprehensive, and Interactive Online Experience

With access to the Internet and direct-to-the-door service by our carriers, every business and home can have its own Post Office. Customers away from their computers will have access to postal information and services through their cell phones or other mobile devices. Business customers will have a full range of online services which will provide them with greater integration and insight into our operations. Customers going to Post Offices will be able to use automated equipment to mail letters and packages and gain online access to information. We will redesign *usps.com* to provide a better experience.

Integrate Mail with Online Services and Multimedia Campaigns

Most messages — including letters, catalogs, and direct mail — are now created on computers before they are transformed into print. Our services will be more closely integrated with the online development process, providing a more seamless process for creating mail and getting it delivered. We will also design mailing and shipping services to complement the Internet, taking advantage of the demonstrated effectiveness of mail in driving customers to Web sites, increasing revenue. We will pursue new ways to build printed applications and options into the Internet experience — we will look for opportunities to have sites provide “send me more information” options through the mail, and mail that features URLs to allow customers to more easily find customized sites online.

Share Information and Improve Access Through Innovation

We will work with innovative companies to help design and speed the introduction of Web-based services to expand access and create new applications for mail. Mail-related information and services will be accessible through non-postal sites and partners will share space on our sites. Advanced shipping tools, wizards and tutorials will provide easy-to-use and interactive information for customers. “Tell me more” microsites, webinars, and other tools will offer up-to-date information on the policies and technologies behind our business. Blogs and social networks will be created to share best practices, ask questions, resolve problems, and offer suggestions.



Be a Sustainability Leader

We will assist the mailing industry to become more energy efficient and environmentally responsible. We will expand our leadership role within the mailing industry in adopting and promoting business practices that are environmentally and fiscally responsible. We will actively engage suppliers, employees, customers, and the communities we serve to adopt sustainable practices.

Build a Conservation Culture

Our goal will be to reduce energy use and our impact on the environment. Improved measurement systems, advances in renewable energy sources, and comprehensive employee education will help reduce energy and environmental costs. We will build a conservation culture throughout our organization, focusing first on energy use in facility and fleet management, and extending efficiency practices to water and other resources. New efficiency standards will be incorporated into mail processing equipment and facility designs.

Adopt Sustainable Business Practices

We will take a comprehensive life-cycle approach which incorporates environmental responsibility from the creation to the disposal of a mail piece. We will expand our green supply chain, facility management and IT purchasing practices, and redesign networks to provide sound environmental benefits and contribute to reducing costs. We will expand efforts to help customers “go green” by providing in-lobby recycling containers and initiating product mail-back programs for small electronics, unused pharmaceuticals, and other materials. We will measure our greenhouse gas emissions to serve as a baseline for a long-term strategy to reduce our carbon footprint.



Collaborate to Grow the Business

We cannot do everything we need to do by ourselves. We will reach out to collaborate with our customers, suppliers, employees, and the academic and technical community to develop new services, new approaches, and profitable new applications for mail.

Improve the Relevance of Mail

Collaboration is about enhancing the value of our services to customers. Mailers want improved return on investment and households want relevant offers and information. We will encourage the use of best practices and new technologies, support the development of new ways to increase response rates, and improve address quality to ensure mail is deliverable as addressed. We will support the industry in developing approaches that allow households to better express their preferences about the mail they receive.

Focus Current Relationships on Market Innovation

We will reach out to different stakeholders in a number of different ways to share information and work on current technical or operating issues. These relationships will be expanded to help target and pursue profitable new opportunities. This will require different agendas and collaboration techniques, and new participants will be invited to provide fresh perspectives.

Create a More Effective Product Development and Innovation Process

Our goal is to bring new services to market more quickly. We will reengineer our product and service development process from idea generation through review, testing, resource allocation, and market introduction. We will build from our core businesses, expand product

lines and marketing channels, develop new features and services, and make more productive use of our assets. We will work closely with stakeholders at all phases of the development process.

Partner to Create New Customer Value

Strategic alliances have enhanced our service performance and created new products. We will pursue new alliances where partners can complement or extend our services, help us enter profitable postal-related markets, and provide opportunities to leverage our assets — particularly our retail locations. We will pursue innovative outsourcing and insourcing approaches where they provide our customers with greater benefits. We will expand services through government agency partnerships, such as our passport processing agreement with the State Department, to assist agencies to better serve citizens and to generate profitable new revenue.

V. CONCLUSION

Vision 2013 is our roadmap for success in a rapidly changing business environment. We are building on a solid foundation of service and efficiency. We will expand our current performance metrics with measurements that are more relevant to customers and profitable results. At the same time, we will adapt to changing customer needs to remain viable and grow the business. We will leverage our strengths to create new value. And we will embrace change, incorporating new technology and new approaches to sustain the Postal Service for future generations.