

An Interview with the Head of the EMS Unit, UPU

- *Interviewee: Mr. Osamu Goto, the Head of the EMS Unit, EMS Cooperative, UPU*
- *Interviewer: APPU Bureau*

Q1: What are the key routes and regions that the EMS Cooperative focuses on in the worldwide postal network, and what drives this focus?

Mr. Osamu Goto: The EMS Cooperative's primary attention is directed towards major trade corridors for EMS, such as Asia-Europe and North America-South America. These routes are crucial due to their economic significance and high trade volumes. Additionally, we closely monitor regions grappling with infrastructure and logistical challenges, aiming to drive improvements and foster collaboration. Our primary objective is to enhance operational efficiency and ensure seamless cross-border postal services, which are vital for the global EMS supply chain.

Q2: Could you please describe the elements that have contributed to the recent reduction in cross-border EMS volume, and how you see the situation?

Mr. Osamu Goto: Certainly. The cross-border EMS volume is directly linked to the post-pandemic economic recovery and the gradual resurgence of the air passenger industry. The pandemic disrupted both international trade and air travel, leading to a decrease in postal dispatches. The reliance on passenger flights for mail and goods transportation exacerbated delays in EMS services. As economies gradually recover and air travel regains momentum, we anticipate a rebound in EMS volumes. Monitoring the situation closely and strategizing for sustained recovery are essential.

Q3: Could you elaborate on the impact of the EMS Cooperative's efforts in regular performance review, customer service monitoring and Pay-for-Performance (PFP) project on the EMS network's development?

Mr. Osamu Goto: The EMS Cooperative's initiatives such as regular performance reviews, customer service monitoring and the EMS Pay-for-Performance (PFP) project, have significantly contributed to optimizing our network. Through projects like EMS PFP and the validation of service standards, we've streamlined EMS operations and identified areas for enhancement.

This data-driven approach has resulted in substantial improvements in service quality and reliability. The introduction of innovative services via EMS PFP has elevated customer satisfaction and market relevance. Additionally, the validation of service standards promote uniformity in EMS offerings across member countries.

As we embark on a new strategy cycle, our focus remains on optimizing EMS operations, embracing digitalization, and fostering collaboration to meet evolving client needs and technological advancements.

Q4: How does the EMS Cooperative support member countries and adapt to the changing demands of the market?

Mr. Osamu Goto: The EMS Cooperative takes a collaborative approach to support member countries, emphasizing knowledge sharing, capacity building, and technical assistance. Our workshops, training programs, and best practice sharing sessions enable postal operators to adopt cutting-edge technologies and

efficient practices.

We've also introduced self-learning tools, including publishing videos on the EMS Cooperative website and YouTube, and offering E-learning materials on key EMS operations. The pandemic accelerated our online self-learning curriculum, allowing members to access resources flexibly. While in-person training remains valuable, digital tools provide accessible learning options for EMS staff around the world.

EMS SMART, our comprehensive monitoring and reporting system, is a pivotal tool for member countries. It empowers members to evaluate their monthly performance, analyze marketing plans based on weight distribution, and review specific dates and destinations. Moving forward, our objectives include enhancing operational efficiency and facilitating EMS Cooperative member business growth.

We are also providing aid to all EMS Cooperative members through regional coordination. Our EMS Regional Coordinators are the primary contact for members in their respective regions. They monitor EMS performance and provide information at both the operator level and regional level, through workshops, symposiums, performance reviews, regular teleconferences, and daily communication.

Given the dominance of the Asia-Pacific region in both outward and inbound volumes, we place special emphasis on this area. Collaborative efforts with UPU working groups concentrate on enhancing the EMS network, including marketing strategy research. Our upcoming Global EMS Strategy Workshop in October aims to foster consensus and deeper cooperation among participants.

The EMS Cooperative remains steadfast in its commitment to enhancing global postal exchanges in an evolving landscape. By embracing innovation, encouraging collaboration, and leveraging self-learning capabilities, the EMS Cooperative aims to enhance the EMS network's efficiency and agility. Our partnership with APPU and the dedication of member countries are pivotal in shaping the future of the global EMS network. We envision a seamless and interconnected postal world, driven by exceptional services and unwavering customer satisfaction, achieved through ongoing efforts and strategic initiatives.