Welcome attendees

As Chair and on behalf of the organizing committee, I am pleased to welcome to the conference delegates from around the world. This forum is dedicated entirely to the advancement of automation and technology in the postal industry.

This is the 18th edition of our conference, and the speed of change and innovation in our industry is increasing. This conference focuses on transformational change driven by continued growth in e-commerce. I invite those attending to discuss and debate the topics that matter to you most. Share with others your valued perspective on the future as it relates to our business.

To provide his perspective is Brody Buhler, Global Managing Director of Postal Practice at Accenture. I am delighted to welcome him as our keynote speaker.

I would also like to thank everyone who has worked so hard to make this event a reality, including the contributors, authors, presenters and organizing committee. Please enjoy the 2015 edition of ICPA, and while here, take some time to see the beautiful city of Vancouver, Canada.
## Conference program

### Day 1  Tuesday, May 26

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<th>Time</th>
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<tr>
<td>9:45</td>
<td><strong>Shuttles depart for Pacific Processing Centre</strong></td>
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<td>Registration at Pacific Processing Centre</td>
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<td>Welcome addresses, Claude Cretton, 2015 ICPA Chairman and Ian Kerr, 2015 ICPA Project Lead</td>
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Papers will be presented by 20 postal administrations from around the world.
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**Day 2**  
Wednesday, May 27
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<td>Ameet Bhalla, Canada Post, and Harald Weyerich, Universal Postal Union</td>
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<td>Centralized Preparation of the Postman’s Mailbag – Quentin Godfiron, bpost</td>
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<td>In-House Maintenance Management of Postal Machines – Toshinao Okuyama, Japan Post</td>
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<td>15:50</td>
<td>Closing addresses</td>
<td>Claude Cretton, 2015 ICPA Chairman, Bill Davidson, Vice-president Engineering, Canada Post</td>
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<td>16:00</td>
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Venue information

Conference venue
Pacific Processing Centre
5940 Ferguson Road
Richmond, BC
V7B 0B1

Accommodation
Sheraton Vancouver Airport Hotel
7551 Westminster Highway
Richmond, BC
V6X 1A3
(604) 273-7878

Transportation
Complimentary shuttle services are available for conference attendees to travel to and from the Sheraton Vancouver Airport Hotel and the Pacific Processing Centre. A shuttle schedule is available at the conference registration desk and at hotel reception.

Parking
Visitor parking is available at the Pacific Processing Centre.

Networking
Welcome reception
Tuesday, May 26, at 17:30
Sheraton Vancouver Airport Hotel

Conference dinner
Wednesday, May 27, at 19:00
Sheraton Vancouver Airport Hotel

Daily breakfast and dinner
Breakfasts and dinners will be at the Sheraton Vancouver Airport Hotel (see Conference agenda).

Daily refreshment break and lunch
Refreshment breaks (morning and afternoon) and lunches will be at the Pacific Processing Centre.

Opening times
Tuesday, May 26 9:45 – 17:00
Wednesday, May 27 8:30 – 17:15
Thursday, May 28 8:40 – 16:00

Conference agenda

Day 1 sessions
Tuesday, May 26
• Parcel Growth and E-Commerce
• The Future of Mail

Day 2 sessions
Wednesday, May 27
• Tours of the Pacific Processing Centre
• Managing Complex Change
• Innovation in Parcel Processing
• Innovation in Mail Processing

Day 3 sessions
Thursday, May 28
• Safety, Sustainability and Asset Management
• Network and Material Flow
• International Exchange Office Modernization
• Business Transformation
DAY 1
Tuesday, May 26
9:45 – Shuttles depart for Pacific Processing Centre

9:45 – Registration desk opens at the Pacific Processing Centre / Coffee and tea

11:00 – Welcome addresses
Claude Cretton, 2015 ICPA Chairman
Ian Kerr, 2015 ICPA Project Lead

11:15 – Are Postal Networks Ready for Disruptors?
Deepak Chopra, President and Chief Executive Officer, Canada Post
Canada Post President and CEO, Mr. Deepak Chopra, believes that ongoing and continuing transformation is the norm. If the recent emergence of asset-free platforms and other technological advances, which challenge the very core of our value proposition, are any sign of what lies ahead, innovation must be an absolute prerequisite for posts – not only to prosper, but also to survive.

12:00 – Lunch

Parcel Growth and E-commerce
13:00 – Session introduction
Session leader: Andreas Marschner, Deutsche Post
The continued adoption of on-line shopping presents postal operators with the exciting opportunity to grow new business and replace revenue from declining letter mail. The following papers consider various aspects of process and technology change to respond to these growth challenges, including the design of our networks and new customer solutions.

13:05 – Network Redesign for Parcel Growth
Deutsche Post
Author and presenter: Andreas Marschner
To take full advantage of existing infrastructure in a growing parcel market, Deutsche Post redesigned its network. Regular reviews on network expansion were based on the origin of parcel volumes, service level requirements and the interdependency of individual steps in the value chain.

13:25 – Urban Modelling to Improve Last Mile Delivery Logistics
La Poste
Authors: Raphaëlle Ducret, Bernard Lemarié, Alain Roset
Presenter: Bernard Lemarié
La Poste believed that an intimate knowledge of local city environments could be used to improve the efficiency of B2C delivery in urban areas. A research project was developed, using spatial modelling and clustering techniques, to achieve greater economic and environmental efficiencies in the last mile.

13:45 – Open Recognition (OCR) and Video Coding System
Australia Post
Author: Gary Stubbs
Presenter: David Cullen
Since 2010, Australia Post has been creating an independent reading and coding platform that can support various sorters, especially the future focus on parcel and packet sorters. The system is live on all sorters and undergoes annual continuous improvement.

14:05 – pick@home Customer Solution
Swiss Post
Author: Beat Lustenberger
Presenter: Thierry Gafner
Swiss Post launched pick@home in July 2013. This service is available to individuals and small e-commerce businesses. A major component of the service is provided through a mobile application. This presentation describes the overall architecture and development process that makes the service possible.

14:25 – Session discussion

14:35 – Break

The Future of Mail
15:05 – Session introduction
Session leader: Gary Stubbs, Australia Post
The changing shape of mail and the volume decline in standard letters demands constant innovation in process and products. These four papers explore the use of analytics and sorting capabilities, demonstrating that new ideas continue to add value to the important letter mail business.

15:10 – The E-Post Office Hybrid Mail Platform
Swiss Post
Authors: Christoph Bürki, Nandkumar Kollara
Presenter: Peter Stoop
Operational since July 2014, the Swiss Post E-Post platform allows subscribers to receive mail through three channels: physically, to secure email, or to an E-Post account. Both senders and receivers can access these channels to maximize the convenience and value of each.

15:30 – Real Time Data Analytics
USPS
Author and presenter: Robert Cintron
The USPS is using real time data analytics to provide customers and internal operations with enhanced data on volume and service performance. This paper explores some of the latest developments in this comprehensive mail visibility program.
15:50 – Sequencing to Point of Call Ranges
Canada Post
Author and presenter: Jason Ready
The points of call that can be sequenced on a letter sorter is restricted by the number of stackers, not the volume. With declining volume, maintaining density required consideration of amalgamating points of call into virtual points of call. This is possible due to Canada Post’s use of centralized delivery points.

DAY 2
Wednesday, May 27
7:45 – Shuttles depart for Pacific Processing Centre
8:30 – Welcome message
The morning sessions of Managing Complex Change and the tours of the Pacific Processing Centre will be held in parallel.

Tours of the Pacific Processing Centre
The Pacific Processing Centre is the crown jewel of Canada Post’s $2-billion modernization program. It is an icon of Canada Post’s ability to adapt to changing business needs.
Guided tours of the Pacific Processing Centre start at 8:35, 9:35, 10:35 and 11:35. Safety shoe covers and visitor vests will be provided.
Each tour begins and ends with a question and answer session with the Canada Post team.

Managing Complex Change
The Managing Complex Change session will be repeated between 10:40 and 12:15 to allow all participants to tour the Pacific Processing Centre.

8:35 – Session introduction
Session leader: Gary Stubbs, Australia Post

Change takes place one project at a time, yet true transformative change requires the integration of many projects under an overarching vision that involves people, processes and technology. The United States is by far the largest mail market in the world, and it is undertaking large and complex national projects to support its mandate. Meanwhile, the Philippine Post has truly undergone transformational change and will describe its journey, while bpost will examine what it means to reinvent the post for the customer.

8:40 – Re-Engineering Philippine Post (PHL)
Philippine Postal Corporation
Author and presenter: Ma. Josefina M. Dela Cruz
Since 2011, the Philippine Postal Corporation has transformed to stem losses and move toward profitability with improved customer satisfaction. This required an integration plan for the transformation of all aspects of the business: infrastructure, people, business development and customer service.

9:00 – Strategic IT Project Management at USPS
USPS
Author: Kathleen Warnaar
Presenter: Mike Amato
The USPS IT Project Management office has evolved to become the main provider of strategic solutions and project management for major changes at the United States Postal Service.

9:20 – Improving Customer Experience in Delivery
La Poste
Authors: Bernard Lemarié, Lise Martin, Laure Castellazi
Presenter: Bernard Lemarié
La Poste is making dramatic changes in delivery. The delivery workforce organization is being transformed, and all delivery agents will have new android-based smartphones. Together, these changes expand the range of services provided to customer homes and enhance the customer experience in the competitive e-commerce market.

9:40 – Lessons Learned from the U.S. Postal Service Automation Program
USPS
Author: John Keegan
Presenter: Mike Amato
The U.S.A. is the largest mail market in the world. The USPS has installed more than 10,000 pieces of automated equipment in some 300 processing centres. The sharing of lessons learned has helped improve project performance across the USPS.

10:00 – Session discussion
10:10 – Break

Managing Complex Change
10:40 – Repeat session

12:15 – Lunch
The afternoon sessions of Innovation in Parcel Processing and Innovation in Mail Processing will be held in parallel.

**Innovation In Parcel Processing (Part 1)**

13:20 – Session introduction  
**Session leader:** Andreas Marschner, Deutsche Post  
Effectively handling and sorting parcels and packets is a major challenge for all organizations. The challenge is even greater when considering the rapid evolution in the retail and e-commerce markets. Changing customer expectations on speed, convenience and visibility drive new approaches to capacity management, item identification and material handling. These eight papers explore innovation with solutions starting from single machines to network-wide visibility of parcel and packet distribution.

13:25 – High Efficiency Parcel Sorting Machines  
**Japan Post**  
**Author and presenter:** Akihiro Shouda  
Japan Post has benefitted from e-commerce growth. To respond to the growth, the post undertook a study to find a sorting system that would double the capacity, handle a wider range of product and have a longer service life. The “turning cell” type of sorter was selected as the base technology and was developed to meet Japan Post’s goals.

13:45 – Parcel Bulk Processing  
**Deutsche Post**  
**Authors:** Bernd Hartmann, Andreas Marschner  
**Presenter:** Bernd Hartmann  
By switching from singulated off-load to gentle bulk processing, Deutsche Post managed to significantly improve throughput, operator productivity, and ergonomics without the need to change the heterogenous mix of items, or having to accept increased damage rates.

14:05 – Integrated Sort Planning for Parcels  
**Australia Post**  
**Author:** Gary Stubbs  
**Presenter:** David Cullen  
In support of Australia Post’s Parcel Network Expansion program, the company has created a uniquely flexible sort-planning approach for managing the automated sortation of parcels in its two major parcel hubs.

14:25 – High Efficiency Small Parcel Process  
**PostNord AB**  
**Author and presenter:** Petri Princis  
Responding to the rapid e-commerce growth in small packets and parcels, PostNord AB successfully implemented new equipment and processes, including modified small cross-belt sorting with integrated imaging.

14:45 – Session discussion

14:55 – Break

**Innovation In Parcel Processing (Part 2)**

15:25 – Session introduction  
**Andreas Marschner, Deutsche Post**

15:30 – Efficient Small Parcel Singulation  
**Royal Mail**  
**Author and presenter:** Paul Morris  
To overcome the challenge of singulating small parcels, the Royal Mail successfully adapted Activated Roller Belt technology. The solution allowed the Royal Mail to provide the operating effectiveness of a closed-loop singulation system while using much less space than such systems usually require.

15:50 – Nesting Items within Containers and Transports  
**Canada Post**  
**Author and presenter:** Normand Bergeron  
Individual parcels and packets are scanned and customers provided with visibility of their shipment progress. This visibility has been enhanced by associating individual items to their shipping containers and to the transport on which they are loaded. Nesting allows for improved service if transports are delayed.

16:10 – Tablet-based Retail Postal Platform  
**Canada Post**  
**Author and presenter:** Martin Sarch  
To improve the efficiency and customer experience at small independent postal outlets, Canada Post created a tablet-based standalone system for package pickup. The tablet and application has expedited the customer pickup process and reduced queue time.

16:30 – Delivery Centre Package Scanning  
**USPS**  
**Author:** John Keegan  
**Presenter:** Mike Amato  
The USPS handles more than 4 billion packages per year. Volume growth and future expansion of package delivery to seven days a week required efficiencies in package handling. Two new technologies (Passive Adaptive Scanning Solution, and Delivery Schemeless Sortation) had been implemented at 11,546 delivery centres by 2014. These new technologies improve scans, create delivery sequence data for dynamically generated routes, and provide revenue protection capability.

16:50 – Session discussion

17:15 – Shuttles depart for Sheraton Vancouver Airport Hotel

**Innovation In Mail Processing (Part 1)**

This session is held in parallel with Innovation in Parcel Processing.

13:20 – Session introduction  
**Session leader:** Shane Creegan, An Post Ireland
Successful postal operations require as much creativity to manage the declining volumes in Lettermail as it does to manage the growth in Parcels and Packets. The constantly changing mail-mix and density is resulting in the emergence of new models. Innovation in process and products continues to bring new value to the Lettermail business. These eight papers explore innovations in optical recognition, the use of data and in new mail sorting solutions.

13:25 – Address Recognition Enhancement for Further Sorting Automation and Centralization at bpost
bpost
Authors: Xavier Querriau, Stephen Emsen, Evelyn Maes, Pascal Desmarés, Pierre De Lit
Presenter: Xavier Querriau
By 2020, all mailbags in bpost will be prepared centrally in five mechanized sorting centres. This strategy could only be achieved through a sustained improvement in address recognition and automated sortation.

13:45 – Automated Revenue Protection
Deutsche Post
Authors: Frank Bettgenhäuser, Elke Robel
Presenter: Frank Bettgenhäuser
Mail revenue is not only about selling stamps, it’s more and more paid by Metermarks, Datamatrix Code, customized indicia, etc. Deutsche Post has implemented the Zins System to check, count and calculate revenue by customer and mail piece online during the mail sorting process. That way Deutsche Post is reducing fraud and increasing the capability of customized accounting and billing of bigger mail volumes.

14:05 – Autonomous Data Warehouse Development
An Post Ireland
Author and presenter: John McKenna
With recent equipment upgrades, An Post Ireland determined that it would develop its own integrated Management Information System that could be evolved easily as An Post Ireland business evolved.

14:25 – Virtual Identification of Letters and Flats
Posti Group
Authors: Reijo Mononen, Juha Nurmi
Presenter: Reijo Mononen
To provide increased flexibility on its envelope design while reducing processing costs, Posti Group developed a way to improve image recognition by using features of the mail piece to help identify it for sorting.

14:45 – Session discussion

14:55 – Break

Innovation In Mail Processing (Part 2)

15:25 – Session introduction
Shane Creegan, An Post Ireland

15:30 – Hybrid Address Matching System
Postal Science Research and Planning Academy, China Post
Authors: Fang Liu, YongHeng Gong, XuePing Li
Presenter: Fang Liu
China Post’s own software development agency has successfully applied a hybrid-matching approach for address recognition. The software and architecture is based on a Training Engine and a Matching Engine.

15:50 – Automation Upgrade Program
An Post Ireland
Author and presenter: Shane Creegan
An Post Ireland achieved significant productivity improvements through transformation of its letters and flats processing operation. New and upgraded equipment and systems were connected in a new nationwide systems architecture using a CEN open standard interface between sorting equipment and reading systems.

16:10 – Reconditioning poorly Addressed Mail
Canada Post
Author and presenter: Glen MacGillivray
Like most posts, Canada Post expends significant effort to ensure all mail is delivered, even if poorly addressed. Until recently, this was a slow and tedious process. Canada Post redesigned the process to use address look-up tools to ensure compliance to corporate policies at greatly improved productivity.

16:30 – Flat Sorting Sequencing
Deutsche Post
Authors: Frank Bettgenhäuser, Bernhard Kehrbaum
Presenter: Frank Bettgenhäuser
With the introduction of its new generation of sorting machines for large format Lettermail, Deutsche Post implemented automated sequencing of oversized mail in more than 70 of its sorting centres.

16:50 – Session discussion

17:00 – Shuttles depart for Sheraton Vancouver Airport Hotel

19:00 – Conference dinner
Sheraton Vancouver Airport Hotel

DAY 3
Thursday, May 28
8:00 – Shuttles depart for Pacific Processing Centre

8:40 – Welcome message

The morning sessions of Safety, Sustainability and Asset Management, and Network and Information Management will be held in parallel.
Safety, Sustainability and Asset Management (Part 1)

9:30 – Establishing a New Maintenance Management Strategy
Royal Mail
Author: Darren DeCarteret
Presenter: Paul Morris
Reorganization of the Maintenance Organization at the Royal Mail provided the opportunity to introduce new strategies and measures based on a Maintenance Quality Index (MQI).

9:50 – Session discussion

10:00 – Break

Safety, Sustainability and Asset Management (Part 2)

10:15 – Session introduction

10:20 – Safe by Design Parcels Automation
Australia Post
Authors: Stephen Hehir, Peter Robbins
Presenter: Stephen Hehir
When it invested $2-billion into its parcels network, Australia Post made safety a design priority. It acknowledged the needs of its aging workforce. The resulting solutions reduced by 50 per cent the amount of forklift movements and manual material handling.

10:40 – Sustainability at the Austrian Post
Österreichische Post AG

Author and presenter: Bernward Asprion
Österreichische Post AG has the goal of CO2 Neutral Delivery and is nearing a reduction of 20 per cent since 2010. To attain this goal Österreichische Post AG has embraced sustainable development in a series of strategies across the operation.

11:00 – Sustainability Program at Swiss Post
Swiss Post
Author: Michael Heim
Presenter: Peter Traber
Postal operations are energy intensive businesses. Like many national posts, Swiss Post operates the largest fleet in the country and is one of the largest employers. As such, sustainability is a significant strategy with goals built into the corporate plans and implemented through investment plans and employee engagement.

11:20 – Session discussion

11:30 – Lunch

Network and Material Flow (Part 1)

8:45 – Session introduction
Session leader: Bernard Lemarié, La Poste
From induction to delivery, new ideas to improve service and extract costs will be presented in a series of six papers. From origin to destination, transportation and inventory management across the network ensures product arrives at the depot on time, while new technologies tools and practices explore optimization and efficiency in the last mile delivery of letters and parcels.

8:50 – Transportation and Inventory Dispatch Management
Canada Post
Author and presenter: Gino Giamberardino
Known as “Scan to Vehicle” (STV), Canada Post implemented a system that allowed for the automated validation of all mail dispatched between processing centres. This system replaced mandatory but manual paper manifests and allows transportation managers to better ensure service performance.

9:10 – Material Management System Using Passive RFID
Swiss Post
Author: Marc Dasen
Presenter: Thierry Gafner
To improve the provision of mail and customer mail service, Swiss Post needed to improve the availability and management of rolling stock. To achieve this, it introduced a passive RFID system with the associated infrastructure and data management system.

9:30 – New Android Devices for Postal Delivery
Swiss Post
Author: Andreas Moser
Presenter: Thierry Gafner
Swiss Post has begun to replace 20,000 hand-held devices with android-based devices. This presentation describes the approach to the
application development, testing and deployment of the devices, including the training and support program.

9:50 – Session discussion

10:00 – Break

Network and Material Flow (Part 2)

10:15 – Session introduction

10:20 – A Delivery Operations Support System (DOSS)

Japan Post

Author and presenter: Hironobu Watadani
Japan Post has improved the efficiency of its delivery workforce through deployment of a support system to its 3,500 delivery centres. The system provides predictive workload information to local management to better manage labour content increasing outside delivery time while reducing overtime.

10:40 – Intelligent Letterbox Module

Swiss Post

Author: Stefan Metzger
Presenter: Thomas Baur
Swiss Post has invented an add-on to the traditional domestic letter box. Not only does this locking module remove the need for physical keys, the intelligence and interconnectivity can provide additional value features, such as notifications and verified transactions.

11:00 – Community Mailbox Design

Canada Post

Author and presenter: Todd MacGillivray
In December 2013, Canada Post announced plans to convert up to 5 million addresses from door-to-door deliver to centralized community mailboxes, or CMBs. For the change to be acceptable, Canada Post had to ensure the mailbox would meet Canadians’ current and future needs, and could be deployed at 1 million addresses per year.

11:20 – Session discussion

11:30 – Lunch

12:15 – Keynote address

Brody Buhler, Global Managing Director of Postal Practice at Accenture

13:15 – International Exchange Office Modernization

Canada Post and Universal Postal Union

Authors and presenters: Ameet Bhalla (Canada Post), Harald Weyerich (Universal Postal Union)
The Exchange Office in Vancouver is the first in the world to automatically screen and sort incoming foreign mail through integrating International Electronic Data Interchange (EDI). This solution was developed jointly with the Canadian customs authority, Canada Post and the Universal Postal Union.

14:00 – Break

14:15 – Session introduction

Session leader: Peter Traber, Swiss Post
This final and plenary session of the conference presents a series of four papers, each taking a new approach to how business is done within postal operations. These new ways of looking at old practices are a radical departure from the norm.

14:20 – Implementing an Integrated Production Model

PostNord AB

Author and presenter: Petri Princis
PostNord AB has adapted its operational and transportation infrastructure to enable them to be more agile in the modern mail environment where volume and service demand are more dynamic than ever before.

14:40 – Centralized Preparation of the Postman’s Mailbag

bpost

Author: Quentin Godfirnon, Sébastien Tamsin, Bernard Van Causenbroeck, Pierre De Lit
Presenter: Quentin Godfirnon
To support the strategy of preparing all mailbags in five processing centres, new systems and processes had to be developed to handle and minimize manual mail and to merge the machine-sequenced mail with the residual manual mail.

15:00 – In-house Maintenance Management of Postal Machines

Japan Post

Author and presenter: Toshinari Okuyama
Understanding that machine operators have knowledge of their equipment, Japan Post recently revised their maintenance practices. This involved building an in-house team, increasing activities undertaken by operators and introducing a new incentive approach for specialized services.

15:20 – Network Information Management

Australia Post

Author and presenter: Gary Stubbs
Australia Post is investing heavily in the infrastructure and systems to expand their parcel delivery capability. One essential element is a system to provide near real-time management reports. The system provides for both day-to-day management and continuous improvement of the operation.

15:40 – Session discussion

15:50 – Closing addresses

Claude Cretton, 2015 ICPA Chairman
Bill Davidson, Canada Post Vice-president Engineering

16:00 – Departure

16:30 – Shuttles depart for Sheraton Vancouver Airport Hotel
### Contributors

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<td>Strategic IT Project Management at USPS</td>
<td>Kathleen Warnaar</td>
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**Session leaders**

**Innovation in Mail Processing**

Shane Creegan
Head of Engineering
An Post Ireland

**Managing Complex Change**

Gary Stubbs
General Manager,
Parcel Infrastructure & Engineering
Australia Post

**Innovation in Parcel Processing**

Andreas Marschner
Senior Vice-President
Parcel Production
Deutsche Post

**Network and Material Flow**

Bernard Lemarié
Director Network
2020
La Poste

**Parcels Automation**

Technical Project Manager
Royal Mail

**Business Transformation**

Peter Traber
Head of Services
Swiss Post
The International Conference on Postal Automation was founded 43 years ago by the engineering and technology leaders of the national posts. Since then, participation has expanded to include the national posts and associated government agencies on all continents.

The ICPA is a voluntary association among the postal engineering community with a common pursuit of fostering innovation and excellence in postal practices, processes and technology.

### History of ICPA Conferences

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The conference organizers wish to thank the members of the 2015 ICPA Steering Committee for their support in making the event a reality.

- Shane Creegan
- Dan Mackessy
- Gary Stubbs
- Ian Kerr (Project Lead)
- Marina Miolo
- Deitmar Doll
- Frank Bettgenhäuser
- Andreas Marschner
- Bernard Lemarié
- Rikard Nilsson (Sweden)
- Dave Smith
- Paul Morris
- Claude Cretton (Conference Chairman)
- Peter Traber
- Peter Stoop
- John Keegan