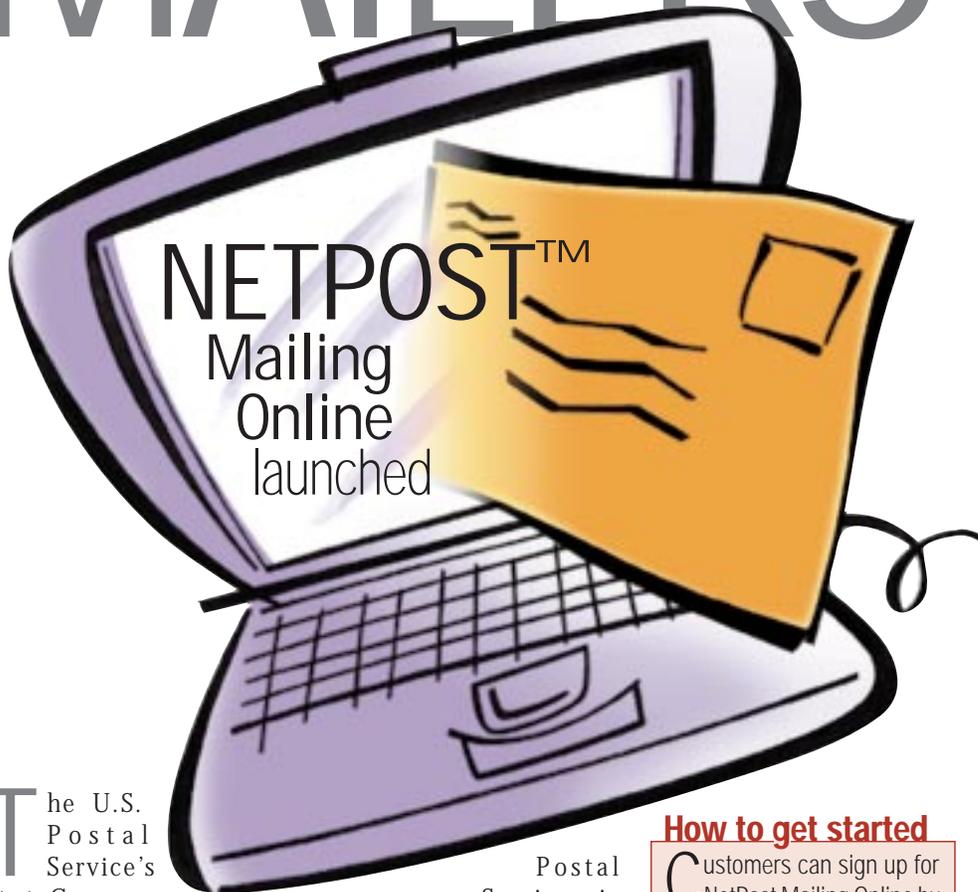


MEMO to MAILERS

UNITED STATES POSTAL SERVICE
VOLUME 35 NUMBER 10
OCTOBER 2000



The U.S. Postal Service's latest eCommerce product — NetPost™ Mailing Online — was launched at the National Postal Forum in Anaheim, CA.

"NetPost Mailing Online offers online solutions that not only allow our customers to communicate with their clientele more efficiently, but save them time and money as well," said Deputy Postmaster General John M. Nolan.

With NetPost Mailing Online, customers can electronically — and securely — transmit documents, correspondence, newsletters or similar mailings, along with their mailing lists, to the

Postal Service via www.usps.com. The Postal Service then makes arrangements for the printing, assembling, stamping and mailing.

Designed to address the needs of small- to medium-sized mailers, NetPost Mailing Online maximizes cost savings for the consumer by commingling mailings, using a network of commercial printers and automation capability, presorting the mailing and entering the mailing closest to its delivery point.

The pricing for NetPost Mailing Online is based on various options desired for the mailing in question. The options range

[continued on page 2](#)

How to get started

Customers can sign up for NetPost Mailing Online by visiting usps.com and registering. They will be assigned a customer ID and a security password, and then they are ready to go.

A typical customer composes a document using conventional desktop publishing or word processing software; accesses the Postal Service Website and selects various printing, finishing and payment options; submits a mailing list for standardization based on the Postal Service's current address database; and completes submission of the job by sending the electronic version of the document and a mailing list to the website.

WHAT'S INSIDE:

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- 5 NATIONAL POSTAL FORUM AWARDS
- 6 FROM BIG BROWN TO BIG GREEN
- 8 PRODUCING A PRO

LEGISLATIVE UPDATE

Customers talk about postal reform

"Just like the U.S. Postal Service needs reform, so does our industry," says Barbara Spruill, director, Service Center Operations, American Psychological Assn., Washington, DC. Spruill was commenting on the "Postal Reform and the Promise for Tomorrow" presentation given at the 2000 National Postal Forum in Anaheim, CA, by Deborah Willhite, USPS senior vice president, Government Relations and Public Policy.

"We publish 300 books and 15 journals, and have to face the fact that the younger generation is looking to do everything on the Internet. This is revolutionizing the publishing business and will reduce our future mail volumes," Spruill explains.

Willhite and her co-presenters (Robert Reisner, USPS vice president of Strategic Planning, and Adil Zainulbhai, director of McKinsey & Company) made a number of points on reform. But customers really sat up when Willhite forthrightly told the 200 attendees at her session that "some customers are concerned that postal reform means just an excuse to raise prices. That's not what reform is about," she

[continued on page 2](#)



letters

Memo to Mailers readers are invited to write letters or send questions for response to: Editor, Memo to Mailers, 475 L'Enfant Plaza SW, Room 10501, Washington, DC 20260-3122. Letters may be edited for clarity and space restrictions.

CHARGE STAMPS BY MAIL?

Why not change PSForm 3227 (STAMPS BY MAIL) so that it will accommodate credit card orders? I do all of my business by credit card and it would be very convenient to order stamps by mail using my credit card instead of having to cut a check.

Pass this on to whoever makes these decisions. Thanks,

**Vince Green
Morton, IL**

Sounds like a good idea to us, too, so we passed it on to the folks who do Stamps by Mail. Stay tuned.

WHERE TO GET ZIP

I would like to receive information on how I can order an updated 2000 National 5-digit ZIP Code and Post Office directory for Tucson, AZ.

**Kelly Arnold
Stewart Title & Trust, Tucson, AZ**

Most cities do not print a separate ZIP Code directory for their local area. However, Tucson did print its own city directory in 1998, and that version is still available.

For the most up-to-date ZIP Code information, we recommend ordering the national ZIP directory or the ZIP +4 state directory in hard copy or CD ROM for \$25. You can pay by check, credit card or money order. Specify which directory you want. An order form is available at the Postal Service's Website www.usps.com.

*Attn: ZIP Code Directory
National Customer Support Center
6060 Primacy Pkwy Suite 201
Memphis TN 38188-0001*

Another option is to copy the Tucson pages from a ZIP Code directory at your local Post Office.

NETPOST

continued from page 1

from the class of mail to the number of pages in the document; from binding and envelope choices to the size of the paper used for printing.

A two-page document printed on 8-1/2 x 11 paper, stapled, placed in an addressed envelope and mailed via First-Class Mail would cost approximately

40 cents each — and that includes postage.

This launch represents the beginning of a three-year experiment, which is the third of an expected four-step process that will culminate in the establishment of a permanent NetPost Mailing Online service. ■



Business crime prevention tips from the Postal Inspection Service

The game of the name

"There are 500,000 victims of identity theft annually, but the real victims are businesses," Chief Postal Inspector Kenneth Weaver told National Postal Forum attendees at Anaheim, CA.

"Corporations lose hundreds of millions of dollars every year from computer crime and credit fraud that link back to identity theft," he explained.

The main aim of identity thieves is to obtain key pieces of the victims' identity — name, address, date of birth, social security number and mother's maiden name — in order to impersonate them.

"Businesses need to protect this key information not only for their customers, but for their employees as well," Weaver said.

Following is a list of proactive steps to help businesses avoid identity theft:

- Conduct criminal and background checks on all full- and part-time employees.
- Screen the cleaning service and temporary firms you use.
- Keep all personnel information in locked files, and establish secure procedures for data services.
- Limit use of personal identifiers use an alternative number and identifi-

cation instead of social security number, etc.

- Encrypt all personal and confidential information on computers.
- Put photos on your business cards.
- Adopt secure methods for disposing personal information, such as using shredders.
- Instruct staff on security procedures when sending personal information by fax, including using a confidential cover and double checking fax number.
- Don't leave personal or confidential information on voice mail, pagers, cellular phones or e-mail.
- Use designated and secure printers and copiers for personal information. Keep shredders nearby.
- Adopt a written privacy protection policy and display it in your company literature and website. ■

LEGISLATIVE UPDATE

continued from page 1

assured the group. "It's about flexibility in pricing, product, investment and labor. It's about keeping prices low and costs down."

"If the market sets the prices, then it's a good thing," agrees LeRoy Barnes, Mailing Specialist, Color Press, Walla Walla, WA. "However, with many of our customers facing non-profit Standard Mail (A) postage raises in the conservative range of 40 to 50 percent, I have to point out that we can't absorb those types of increases in the future."

Barnes adds, "I think postal reform is way overdue. Something like that should have happened five or ten years ago. I just hope it's not too late."

"From what I heard here today, it sounds like the Postal Service needs reform. Whether they can get it through the legal system and reinvent themselves remains to be seen," adds Jim Weseman, postal liaison, Pacific Press, Boise, ID.

"The industry is changing. We all rely on the Postal Service. I don't think twice when I put something in the mail and I want to keep it that way. I want to see postal reform," concludes Spruill. ■

2000 National Postal Forum ANAHEIM, CA SEPTEMBER 10-13, 2000



THEY CAME. They networked with others in their industry. They heard from top U.S. Postal Service officers and mailing industry CEOs. They attended sessions on eBusiness, mail center management, technology and more. They picked up "goodies" from 180 vendors demonstrating the latest in mailing industry technology, products and services. They traded pins. They ate hearty (except at breakfast). And some even partied after hours.

WHERE WERE THEY? In the "City of Promise...Powered by Our Partnership" at the Fall 2000 National Postal Forum in Anaheim, CA.

WHO WERE THEY? More than 6,000 mailing industry professionals.

Photographs by Kelley Sullivan

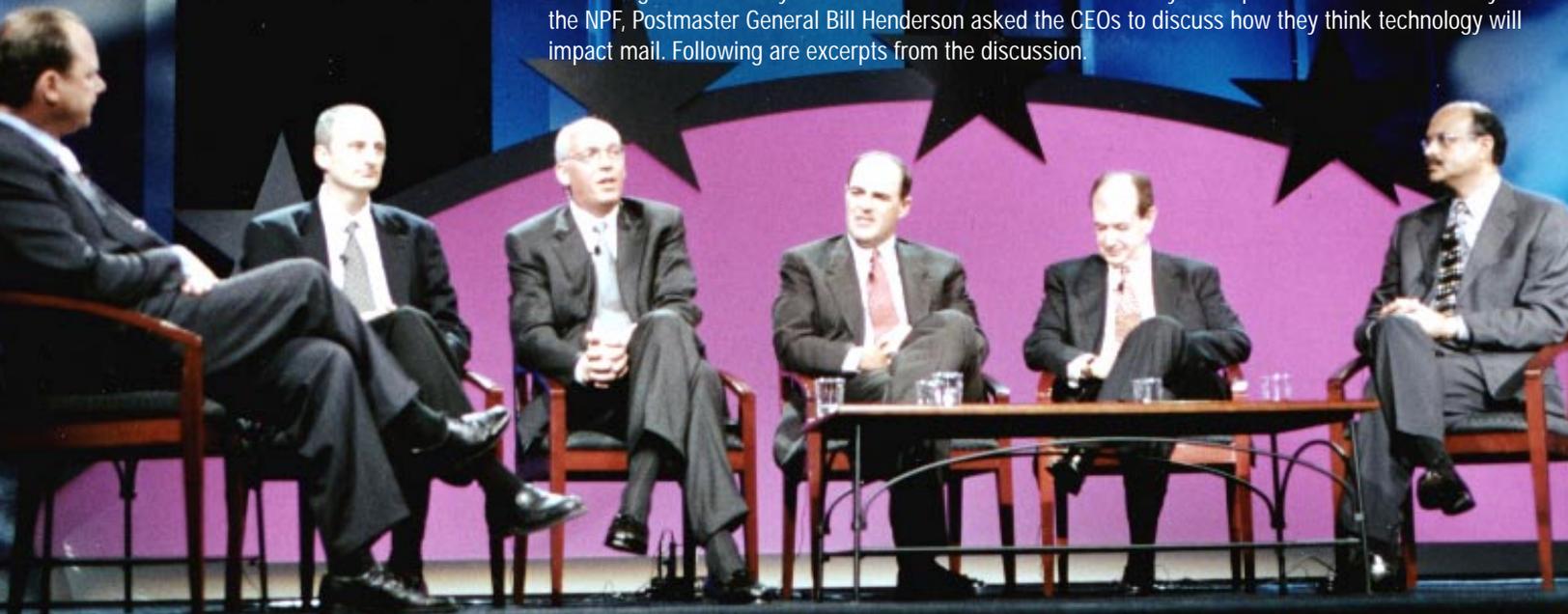


Will mail survive the technology boom?

Ten years ago mailers and postal leaders talked about when "First-Class Mail service would improve." "What direction will postal automation take?" and "What new worksharing discounts can be created?"

Today the concerns are vastly different. In a unique panel discussion, five CEOs who won the coveted Partnership for Progress awards at the 2000 National Postal Forum in Anaheim, CA, pondered the survival of mail in a "brick/click and mortar" environment.

Kicking off what many Forum attendees deemed as the most dynamic panel session in the history of the NPF, Postmaster General Bill Henderson asked the CEOs to discuss how they think technology will impact mail. Following are excerpts from the discussion.



Moderator:
Postmaster
General &
CEO Bill
Henderson
Will mail survive
the technology
boom?

eToys Inc., CEO & Chairman of the Board Toby Lenk

The Web is all about being able to personalize. If you do mail a catalog, once it's printed, you tend to be stuck with it. Whereas on our website we have real-time inventory control ... we can flip from in stock to out of stock. E-mail me when it's back.

So catalog is kind of a step back. With that said, we think about it a lot because catalogs are still a great way to reach our target, which is moms. They are very responsive. And there is something trained about the consumer. They will read through pages and pages of catalog. And it's hard to get people to scroll through pages and pages of a website. So there may very well be a role for that.

I don't think there is a role for us in terms of bricks, but certainly there may be a role for catalogs.

NCR Corporation Chairman & CEO Lars Nybert

It's very dangerous to draw a conclusion on my own behavior, but for the past year I haven't used your service to pay my bills. I'm paying them over the Internet.

Regardless of industry, the ultimate competitive weapon is your ability to transform transactions into relationships and your ability to better serve your customer based on the information — or maybe I should say the data that you have.

You [the Postal Service] have mountains of data. All of us have mountains of data. Very few of us are able to transform that into actionable information and, therefore, serve the customer better.

And U.S. Postal Service has a very trusted brand name. This last mile is an obvious thing for you to conquer, but I was wondering if you also could play the trusted middleman. Because our research tells us that the consumers are really, really concerned about the whole issue of privacy in the new technology.

Compaq Computer Corporation President & CEO Michael Capellas

Right now we're looking at somewhere — and the numbers are staggering — between 850 million and a billion wireless Internet users within the next three years. So people will continue to have that bridge of having a computer onto their network in the office and in home entertainment.

The real challenge out of the brick side of the business is not that it's going to go away. It's just that the demands for our service will have to reach new levels because we're living in truly a world of instant gratification. And wireless only takes it one step closer.

It's those companies that have foundation strengths that know how to use the Internet to extend those strengths [reach and trust] to take it to the next generation. So, you know, while it's going to be tough, it's an incredible opportunity.

Symbol Technologies Chairman & Co-Founder, Dr. Jerome Swartz

Radio never went away with T.V., did it? Paper hasn't gone away. So mail ain't going anywhere. People work anywhere any time, just as Rakesh is saying. So there is a combination which is going to be the brick-and-click combination. And it's going to lead to more business.

Naturally you have to approach it right. You have to be receptive to change and innovation.

You [the Postal Service] need to leverage the home gateway out to the local post office, the mailbox, the retail counter, the motorized transport. And, of course, that is exactly what your discussions with FedEx can lead to, speeding things up so that you can be even more competitive.

Wireless information appliances, tools that people use in their hand to tie into central databases, are going to be the key. And I think that will only create more business going forward.

Hanover Direct, Inc., President & CEO Rakesh K. Kaul

We have always taken the position that this is not a technological change, it's a deeper sociological change. You have two-income households. People are working non-stop. They want the convenience of being able to shop from home.

We believe that you will see increased mailing of catalogs to customers. In fact, our own internal data show that if you mail catalogs to an Internet customer, they are 400 percent more lucrative than if you only have an Internet relationship.

We see the parcel volume going into the home expanding exponentially. So we're looking forward to that world. And we expect to get our fair share of it. And you [the Postal Service] will be our key ally in reaching for that.

2000 National Postal Forum Awards

MAIL CENTER MANAGER AWARD

Outstanding individuals who have implemented mail-related innovations to achieve significant cost reductions or revenue growth through the innovative use of postal products and services were honored.

Joyce Bagby, Postal Logistics manager for the R.J. Reynolds Tobacco Co., of Winston-Salem, NC.

Ann Bass, assistant director of Business Finance and Auxiliary Services for Florida State University in Tallahassee, FL.

Robert J. Castillo, manager of Mail Services for Texas Utilities/CRC Group Inc. of Dallas, TX.

Judith Coleman, Mail Quality Assurance coordinator for the American College of Physicians/American Society of Internal Medicine of Philadelphia, PA.

John Devine, Transportation and Logistics manager for Valley Media Inc. of Woodland, CA.

James Eastham, vice president of Operations for the Faith Mountain Company of Sperryville, VA.

Mark Fallon, assistant vice president for State Street Corporation of North Quincy, MA.

Reid Gardiner, bureau chief of the Central Mail Bureau for the State of Montana in Helena, MT.

Anita Jonas, communications buyer for the Government Employees Hospital Association of Independence, MO.

Gene Kryzcka, vice president of Postal Affairs and Distribution for Digital Imaging Solutions of Addison, IL.

BUSINESS SOLUTIONS AWARD

The Business Solutions Award was established in 1999 to showcase collaborative efforts between Postal Service Account Managers, business partners and end-user customers and recognize efforts that maintain and acquire new customers, improve customer satisfaction and ease of use and increase revenue.

Technology Solution

Business Partner: Dereice Caro, Mail Center manager, U.S. Investigations Services Inc., Fairfield, NJ.

Customer: Jeff Browne, Operations Support, Office of Personnel Management, Boyers, PA.

U.S. Postal Service: Connie Hanna, account manager.

U.S. Investigations Services needed to streamline its mailing operation and reduce labor and postage costs. By purchasing a multiline optical character reader, USIS was able to increase productivity and process outgoing mail for other companies. It provided a rapid return on its investment, grew its business and mail volumes and created business partners.

Wholesaler Solution

Business Partner: Carl Dahlgren, president, Dahlgren's Mailing Services, Cicero, IL.

Customer: Tim Day, director, Mailing Services, Communications Data Services, Wilton, IA.

U.S. Postal Service: Christopher L. Adams, National Accounts manager. Communications Data Services (fulfillment to the publishing industry) did not want to print separate envelope stock or impede the current production process to reach publication subscribers in foreign countries. Dahlgren's Mailing Services transported the mail to its facilities in Chicago, where the mail now is overlabeled with the appropriate international indicia and delivered to the U.S. Postal Service.

Priority Mail Solution

Business Partner: Gary Radniecki, Inventory and Logistics director, Promotions Distributor Services Corporation, Pacoima, CA.

Customer: Bala Lyer, vice president, MIS & Direct Response Operations, Telebrands, Fairfield, NJ

U.S. Postal Service: Mimi Rosenblatt, account manager.

Telebrands needed to ship infomercial project materials. Promotions Distributor Services Corporation recommended the Postal Service. As a result, Telebrands now enjoys on-site verification, transportation services and customized Priority Mail packaging — all provided by the Postal Service.

MAILING EXCELLENCE AWARD

The U.S. Postal Service and National Postal Forum recognized winners of the Mailing Excellence Award, in five categories, for their creativity and outstanding performance in the field of direct mail.

Hale House Donation Request — Nonprofit Category

The Hale House, home for AIDS-stricken and drug-addicted babies in Harlem, NY, sent an envelope containing a "preemie" diaper to a group of previous donors, resulting in record-breaking donations.

GSA Federal Technology Service — Government Category

The Federal Technology Service (FTS) — a division of the General Services Administration in Fairfax, VA — created a direct mail campaign targeted to federal executives using a co-branded Priority Mail envelope to gain the attention of recipients. The response rate was 51 percent.

United Healthcare — Business Category

United Healthcare of Minneapolis, MN, mailed a working remote-control car to its targeted audiences — but didn't include the control device. Respondents were provided more information and a personal visit from the sales representative delivering the remote control. Creativity and use of the U.S. Postal Service delivered a response rate exceeding 25 percent.

CelebrateExpress.com BirthdayExpress.com Catalog — eCommerce Category

To attract visitors and create brand awareness, "CelebrateExpress.com" of Kirkland, WA, teamed with vendors Arandell Corporation and McAdams Graphics to create a direct mail campaign that brought CelebrateExpress.com and BirthdayExpress.com more brand awareness, more site visits and higher sales.

Lucky Dog Telephone Company — Multicultural Category

Lucky Dog Telephone Company created mailing pieces that featured a well-known personality from an early morning Hispanic television program — and most carried a sticker to promote retention of the recipient's telephone number. The campaign produced an increase of more than 300 percent in minutes sold.

INDUSTRY EXCELLENCE AWARD

Organizations or individuals who have created or implemented efficient, cost-effective innovations to enhance the value of mail to their customers and to meet business objectives were:

Maynard H. Benjamin, president of the Envelope Manufacturers Association in Alexandria, VA.

Michael Carton, operating vice president of Production Services for Bloomingdale's by Mail of New York, NY.

Christine Ebeltoft-Bancalari, director of Marketing Operations-Latin America for Marriott Vacation Club International (MVICI) in Orlando, FL.

Carly Fiorina, president and chief executive officer of Hewlett-Packard Company in Palo Alto, CA.

Chuck Johnson, senior business analyst of Global Mail Solutions for American Express in Weston, FL.

Robert Kaplan, senior vice president of Prudential Securities Inc. of New York, NY.

Todd Kintopf, director of Postal Systems for Arandell Corporation in Menomonee Falls, WI.

Nicole Kural, Traffic Area manager for NIKE Memphis Footwear, NIKE Inc., of Memphis, TN.

William Monk, Outbound Fulfillment manager for Nordstrom in Cedar Rapids, IA.

Howard Schwartz, director of Distribution and Postal Affairs of Conde Nast Publications in New York, NY.

Dave Shepard, manager of Postal Affairs for Fidelity Investments of Covington, KY.

Sue Taylor, postal liaison for The Prudential of Millville, NJ.

STRATEGIC MARKETING PARTNERSHIP AWARD

This category honors individuals who work in concert with postal managers to promote the vital importance and value of the mail, teamwork, communications and customer satisfaction.

Hattie Bryant's San Diego-based weekly television series — SMALL BUSINESS 2000 — is on 200 Public Broadcasting System member stations reaching 90 million households. During five years of producing more than 130 episodes all around the nation, Bryant never missed an opportunity to promote the services offered by the USPS as solutions for the needs of emerging businesses everywhere.

He calls it “United Parcel Service’s annual January letter announcing a February rate increase.” And, decided Rick Voght, director of Planning and Distribution for USANA Health Sciences, he’d read it for the last time.

Now — three years later — 97 percent of USANA’s parcels travel via white trucks sporting the familiar

“There’s no other company with the distribution network of the U.S. Postal Service.”

Rick Voght
Director of Planning and Operations
USANA Health Sciences

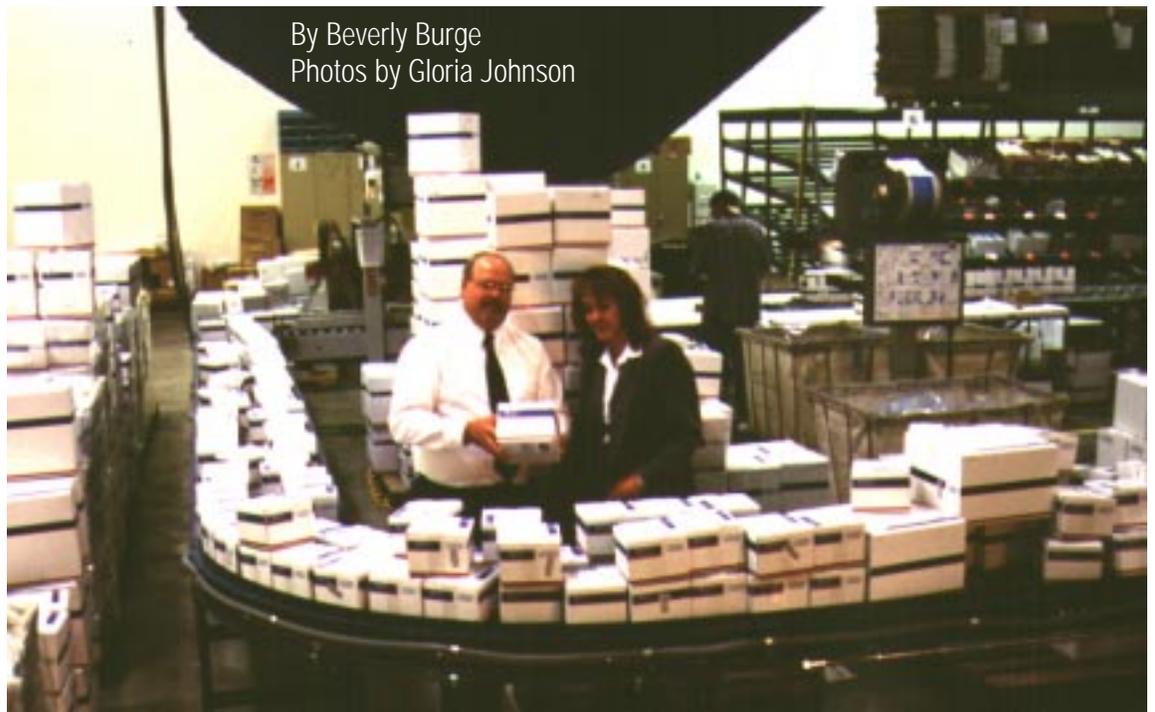
eagle (volumes are proprietary, but it’s enough to fill three 40-foot tractor trailers every day). The result? Quick delivery times and big cost savings that have helped USANA expand at home and abroad.

USANA manufactures vitamins and nutritional supplements, plus skin care, personal care and weight management products. Headquartered in Salt Lake City, the network marketing company sells to a growing group of individual distributors who need quick, easy, low-cost shipping.

“There’s no other company with the distribution network of the U.S. Postal Service,” said Voght. “The Post Office drives down every street in the country six days a week. That and free Saturday delivery are huge pluses for our distributors, many of

from **BIG BROWN** to **BIG BLUE** to **BIG GREEN**

By Beverly Burge
Photos by Gloria Johnson



“Postal rates will beat private company rates by a mile,” said USANA Health Sciences’ Rick Voght. “For example, we were shipping business cards to international markets and the printer told us his private carrier charged \$48.75 to get a two-pound package overseas. It costs \$7.95 using the Postal Service to get the same cards to the Caribbean and \$12 to the United Kingdom. And delivery times were similar!”

whom work out of their homes. And about 90 percent of our domestic customers get two-day delivery with Priority Mail. If I told them we were going to another delivery company, I’d be hurt,” he joked.

USANA also uses every USPS international service to get products to individual distributors in the Caribbean, United Kingdom, Netherlands and Japan, plus marketing materials to distribution plants in Canada, Australia, New Zealand and Hong Kong. For example, they’ve used International Express Mail, Global Priority Mail, International Air Parcel Post, In-

ternational Surface Air Lift and International Priority Airmail.

“The U.S. Postal Service works hard to have good relationships with foreign posts, and that has really benefited us,” says Voght. “Great service plus low international rates allow us to ship product overseas until demand is high enough to support on-site employees and a warehouse. We could be crazy and say, ‘Hey, we’re expanding into the world,’ but we want to manage our expansion. The Postal Service helps us do that successfully.”

Voght says he’s had to work on what he calls a “corporate culture

change” to make other top managers understand that the Postal Service should be the delivery company of choice. “People don’t realize, for example,” explains Voght, “that a competitor’s international service is not overnight. That carrier offers about the same delivery time as the Postal Service, and the Postal Service is much less expensive.”

“Other delivery companies have not been all that active to get our business back because they just can’t give us the service the Post Office does,” said Voght. “Even with a rate change, we’ll still save money with the Postal Service.” ■

HERE'S THE 2000 HOLIDAY AND INTERNATIONAL MAILING SCHEDULE

Customers, to ensure timely delivery of Christmas cards and packages below are this year's recommended mailing dates.

International Mail Addressed to	Air Letters & Cards	Air Parcel Post	Surface
Africa	Dec 4	Dec 4	Oct 27
Asia / Pacific Rim	Dec 11	Dec 11	Nov 3
Australia / New Zealand	Dec 11	Dec 11	Nov 3
Canada	Dec 15	Dec 15	Nov 24
Caribbean	Dec 11	Dec 11	Nov 11
Central & South America	Dec 4	Dec 4	Nov 3
Mexico	Dec 11	Dec 11	Nov 11
Europe	Dec 11	Dec 11	Nov 11
Middle East	Dec 11	Dec 11	Oct 27

Military Mail Addressed to	First Class Letters/Cards	Priority Mail	Parcel Airlift Mail (PAL) 1/	Space Available Mail (SAM) 2/	Standard Mail
APO/FPO AE ZIPS 090-098	Dec 11	Dec 11	Dec 4	Nov 27	Nov 6
APO/FPO AA ZIPS 340	Dec 11	Dec 11	Dec 4	Nov 27	Nov 6
APO/FPO AP ZIPS 962-966	Dec 11	Dec 11	Dec 4	Nov 27	Nov 6

CHECK OUT NEW SPANISH-LANGUAGE WEBSITE

The U.S. Postal Service has a new Internet site and it's in Spanish: www.usps.com/correo. It was created to serve that rapidly growing segment of the U.S. population. Correo means post office in Spanish.

"We want to expand the reach and capability of our website for all Americans," said Deputy Postmaster General John Nolan.

The site will include postal news and information on package services, special services and money-transfer services. The site features a "frequently asked questions" section and an "online consumer survey" to give feedback to the Postal Service.

AD AGENCIES TO HELP REACH MULTICULTURAL AUDIENCES

The Postal Service has selected three advertising agencies to help generate revenue and better serve customers in U.S. multicultural markets. They are Bravo Group, USPS' incumbent agency handling Hispanic advertising; Chisholm-Mingo, handling the African-American market; and Asianese Partnership, which specializes in the Asian-American market.

TAKE A POSTAL AUTOMATION 'RIDE' AT THE POSTAL MUSEUM

In 2002, the Smithsonian Institution's National Postal Mu-

seum in Washington, DC, will open a new exhibit that uses interactive technology to explain how America's mail is processed. The experience will include a virtual "ride" through an automated mail processing system.

The exhibit is being built in conjunction with the National Postal Museum Director's Council, a group of 35 representatives from the mailing industry, chaired by former Postmaster General Paul Carlin. In late July, the Lockheed Martin Foundation and Lockheed Martin Distribution Technologies based in Owego, NY, donated \$125,000 toward the exhibit.



Coming Soon...

New Priority Mail envelopes along with 10,000 delivery vehicles in major markets featuring 2000 Tour de France winner and Olympic bronze medalist, Lance Armstrong.

MEMO to MAILERS

Volume 35 Number 10

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MEMO to MAILERS
is published by U.S. Postal Service
Public Affairs and Communications.

USPS eagle symbol and logotype are
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Postal Service.

Send address corrections and
subscription requests to:

MEMO TO MAILERS
NATIONAL CUSTOMER SUPPORT CENTER
US POSTAL SERVICE
6060 PRIMACY PKWY STE 201
MEMPHIS TN 38188-0001

Send stories, photos and editorial
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Back to School
(Top) Attendees learning how to get the most out of the National Postal Forum at Anaheim, CA, are encouraged to sign up for the Mail Center Professional Certificate.
(Right) A must for mailing professionals is a visit to the Exhibition Hall.



Customers who are looking for another good reason to convince their bosses to let them go to the next National Postal Forum (NPF) in Orlando, FL, may have just found one — tell them it's "professional development!"

That's right, at the recent Anaheim, CA, NPF, attendees participated in a new postal educational program where they earned a "Mail Center Professional Certificate." This new program is open to all attendees who sign up at the Forum and attend a minimum of four business sessions within the Mail Center Management track.

The courses, created with the advice of mailing professionals, give mail center managers the skills to help them achieve their company's objectives.

"In the future," says John Wargo, Postal Service vice president of Strategic Marketing, "we plan to explore other channels that offer skills-building opportunities for the mailing community."

And if you sign up at the next Forum in Orlando, come early to the sessions because some were standing room only.

At the crowded "Mail Center Manager — the Corporate Consultant" session, for example, two mailing professionals gave practical suggestions to attendees on how to make a difference at their firms.

Participants were provided with a list of publications to stay ahead of change. They were also encouraged to keep up on new rates and assess the impact on vendor/supplier agreements, software/hardware, procurement, marketing, printing, budget/cost, transportation and legal issues.

Participants were also given methods to communicate changes internally by creating a mail center newsletter, establishing quarterly/monthly briefings, developing an Intranet/Internet messaging area, etc.

This was the first half-hour — and just one class.

If you were not one of the many Forum-goers who received their certificate, don't miss the next opportunity to participate in this new exciting program.

See you in Orlando in March. ■

