

Appendix A. List of Related Documents to Future USPS Business Model Paper

Business and Regulatory Structures

1. Campbell, Robert. *Review of the Canada Post Corporation -Report of the Advisory Panel to the Minister*, December 2008. <http://www.cpcstrategicreview-examenstrategiquescp.gc.ca/finalreport/exec-eng.html>
2. Campbell, Robert. *Regulatory and Governance Changes in Liberalized Commercialized Postal Environments: A Comparative Assessment*. In *Future Directions in Postal Reform*, 2001.
3. Comarow, Murray. *The Strange Story of Postal Reform*. Feb. 2007. <http://www.ftc.gov/os/comments/USPS%20Study/529332-00004.pdf>
4. Comarow, Murray. *The End of the Postal Service*. July 10, 2009. http://www.napawash.org/about_academy/The_End_of_the_Postal_Service.pdf
5. Coughlin, Michael and Moran, Brian J. *Special delivery*. Accenture Outlook, Jan. 2007. http://www.accenture.com/NR/rdonlyres/6233B3B0-D3EE-43A2-A94F-CCBB13CDE9BD/0/OutlookPDF_Jan07_IR_PTT_06B.pdf
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8. ECORYS. *Main Developments in the Postal Sector (2006-2008.)* Final Report, Sept. 2008. http://ec.europa.eu/internal_market/post/doc/studies/2008-ecorys-final_en.pdf
9. Elcano, Mary; Reisner, Bob; German, Andrew, and Crenshaw, Margaret. *People and Privatization: Human Resources Strategies in Postal Reform*. *Postal and Delivery Services: Pricing, Productivity, Regulation and Strategy*.
10. Federal Trade Commission report: *Accounting for Laws That Apply Differently to the United States Postal Service and its Private Competitors*, Dec. 2007. <http://www.ftc.gov/os/2008/01/080116postal.pdf>
11. Girod, Stéphane; Peterson, Michael V., and Bellin, Joshua B. *How to Organize for the New Realities*. Accenture Outlook, June 2009. http://www.accenture.com/Global/Research_and_Insights/Outlook/By_Issue/Y2009/OrganizeNewRealities.htm
12. Heitzler, Sven, IPC. *Traditional Regulatory Approaches and the Postal Service Market*. May 2008. http://www.ipc.be/index.php?option=com_publications&task=view&id=619&Itemid=510
13. Hooper, Richard; Hutton, Dame Deirdre, and Smith, Ian R. *Modernise or Decline – Policies to maintain the universal postal service in the United Kingdom*. An independent review of the UK postal services sector. Dec. 16, 2008. <http://www.berr.gov.uk/files/file49389.pdf>
14. IPC. *How to regulate the postal industry - an economic approach*, A study prepared by in cooperation with DIW Berlin - the German Institute for Economic Research. Sept. 2007. http://www.ipc.be/index.php?option=com_publications&task=view&id=593&Itemid=510
15. IRET paper. *How Does the Sales Decline at the Postal Service Compare to Those at Large Private-Sector Businesses? How do the Responses Compare?* Sept. 2009. <http://www.postalmuseum.si.edu/industrywhitepapers/ADVS-258.PDF>

16. IRET paper. *An Ounce of Prevention is Worth a Pound of Cure: A Cautionary Lesson for the U.S. Postal Service From Great Britain's Royal Mail*. 2009. <http://www.postalmuseum.si.edu/industrywhitepapers/ADVS-250.pdf>
17. Jigsaw Research. *Usage Behavior in the Postal Services Market Residential Consumers Final Report – Appendix B*. Feb. 2009. http://www.psc.gov.uk/postcomm/live/news-and-events/news-releases/2009/customers-broadly-satisfied-but-royal-mail-s-complaint-handling-needs-work/2009_02_Appendix_B_-_Res_slides.pdf
18. Jigsaw Research. *Usage Behavior in the Postal Services Market SMEs Final Report – Appendix C*. Feb. 2009. http://www.psc.gov.uk/postcomm/live/news-and-events/news-releases/2009/customers-broadly-satisfied-but-royal-mail-s-complaint-handling-needs-work/2009_02_Appendix_C_-_SME_slides.pdf
19. Kamarck, Elaine. *The Future of the United States Postal Service*. Sept. 2009. Reference Appendix D of this report.
20. McCann, Joseph and Slentz, Harvey. *United States Postal Service Future Business Model. Analysis and Action Recommendations*. Oct. 2009. Reference Appendix D of this report.
21. NERA Economic Consulting. *Access to Postal Services A Final Report for Postcomm*. Aug. 2007. http://www.psc.gov.uk/postcomm/live/post-offices/research/2007_08_access_to_postal_services_report.pdf
22. PriceWaterhouseCoopers. *The Impact on Universal Service of the Full Market Accomplishment of the Postal Internal Market in 2009*. Final Report - May 2006. Study commissioned by the European Commission, Internal Market and Services Directorate General (DG MARKT/2005/03/E). http://ec.europa.eu/internal_market/post/doc/studies/2006-impact-report_en.pdf
23. Postal Regulatory Commission. *Postal Regulatory Commission Review of Retiree Health Benefit Fund Liability as Calculated by Office of Personnel Management and U.S. Postal Service Office of Inspector General*. July 30, 2009. http://www.prc.gov/Docs/63/63987/Retiree%20Health%20Fund%20Study_109.pdf
24. President's Commission on the USPS. *Report of the President's Commission on the USPS: Embracing the Future: Making the Tough Choices to Preserve Universal Mail Service*. 2003. <http://www.treas.gov/offices/domestic-finance/usps/pdf/freport.pdf>
25. Robinson, Alan. *Examination of Potential Postal Business Models. Report for the United States Postal Service*. Oct. 2009. Reference Appendix D of this report.
26. United States Postal Service Transformation Plan (Appendix S – Privatization, Appendix T – Overview of Selected Government Entities and Government Sponsored Enterprises). <http://www.usps.com/strategicplanning/transform.htm>
27. WIK-Consult. *The Role of Regulators in a More Competitive Postal Market*. Sept. 2009. http://ec.europa.eu/internal_market/post/studies_en.htm
28. WIK-Consult. *Main Developments in the Postal Sector (2004-2006)*. Final Report Study for the European Commission DG Internal Market. http://ec.europa.eu/internal_market/post/doc/studies/2006-wik-final_en.pdf

USO and Monopoly

29. Government Accountability Office Report. *Information About Restrictions on Mailbox Access*, GAO/GGD-97-85, 1997. <http://www.gao.gov/archive/1997/gg97085.pdf>
30. United States Postal Service *Report on Universal Postal Service and Postal Monopoly and Supporting Documentation*. <http://www.usps.com/postallaw/universalpostalservice.htm>
 - A. Accenture Report: Postal Universal Service Obligation (USO) International Comparison International Postal Liberalization – Comparative Study of US and Key Countries

- B. IBM Report: Quantitative Analysis of the Universal Service Obligation
- C. ILO Report: The Mailbox Monopoly: A New Look at the Last Mile
- D. RAND Report: The Role of the United States Postal Service in Public Safety and Security: Implications of the Proposed Relaxation of the Mailbox Monopoly
- E. Great Lakes Marketing Report: Universal Service Obligation/Monopoly Research: Summary of Focus Group Research
- F. Comments of the United States Postal Service to the Federal Trade Commission

31. Documents Related to PRC Report on USO and Postal Monopoly

- A. PRC *Report on Universal Postal Service and Postal Monopoly* and Supporting Documentation <http://www.prc.gov/prc-pages/library/reports-and-studies/default.aspx>
- B. Public comments to the Report
<http://www.prc.gov/prc-pages/library/dockets.aspx?activeview=summaryview&documenttype=Orders/Responses%20to%20Orders&docketid=PI2009-1&docketpart=Documents&attrID=0&attrName=>
- C. Written statements from witnesses at USO hearings
[http://www.prc.gov/prc-pages/library/dockets.aspx?activeview=summaryview&documenttype=Transcripts/Correction s/Questions%20at%20Hearing&docketid=PI2008-3&docketpart=Documents&attrID=0&attrName=](http://www.prc.gov/prc-pages/library/dockets.aspx?activeview=summaryview&documenttype=Transcripts/Correction%20s/Questions%20at%20Hearing&docketid=PI2008-3&docketpart=Documents&attrID=0&attrName=)
- D. Comments filed by interested parties in response to PRC information request on USO and Monopoly
<http://www.prc.gov/prc-pages/library/dockets.aspx?activeview=summaryview&documenttype=Orders/Responses%20to%20Orders&docketid=PI2008-3&docketpart=Documents&attrID=0&attrName=>

Mail Trends

32. Household Diary Study. <http://www.usps.com/householddiary/welcome.htm>

Diversification of Global Postal Revenues

33. Accenture. *Achieving High Performance in the Postal Industry*. Accenture Research and Insights. October 2009.
http://www.accenture.com/Global/Services/By_Industry/Government_and_Public_Service/Posts/R_and_I/AchievingResearch2009.htm
34. Accenture Report: Postal Universal Service Obligation (USO) International Comparison International Postal Liberalization – Comparative Study of US and Key Countries (included in #30, above).

Note: Information related to these documents can be requested at transformation@usps.gov