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# Reimagining the role of the incumbent in a Dynamic and evolving market.

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# Reimagining the role of the incumbent in a **Disappearing** and **Disrupted** market.

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*Head of Communication*  
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# PostNord in brief 2016

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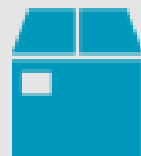


SEK **38,5** bn  
Net sales

SEK **500** m  
Adjusted operating income, EB IT



**6 100**  
Distribution points in the  
Nordic region



**142** million parcels



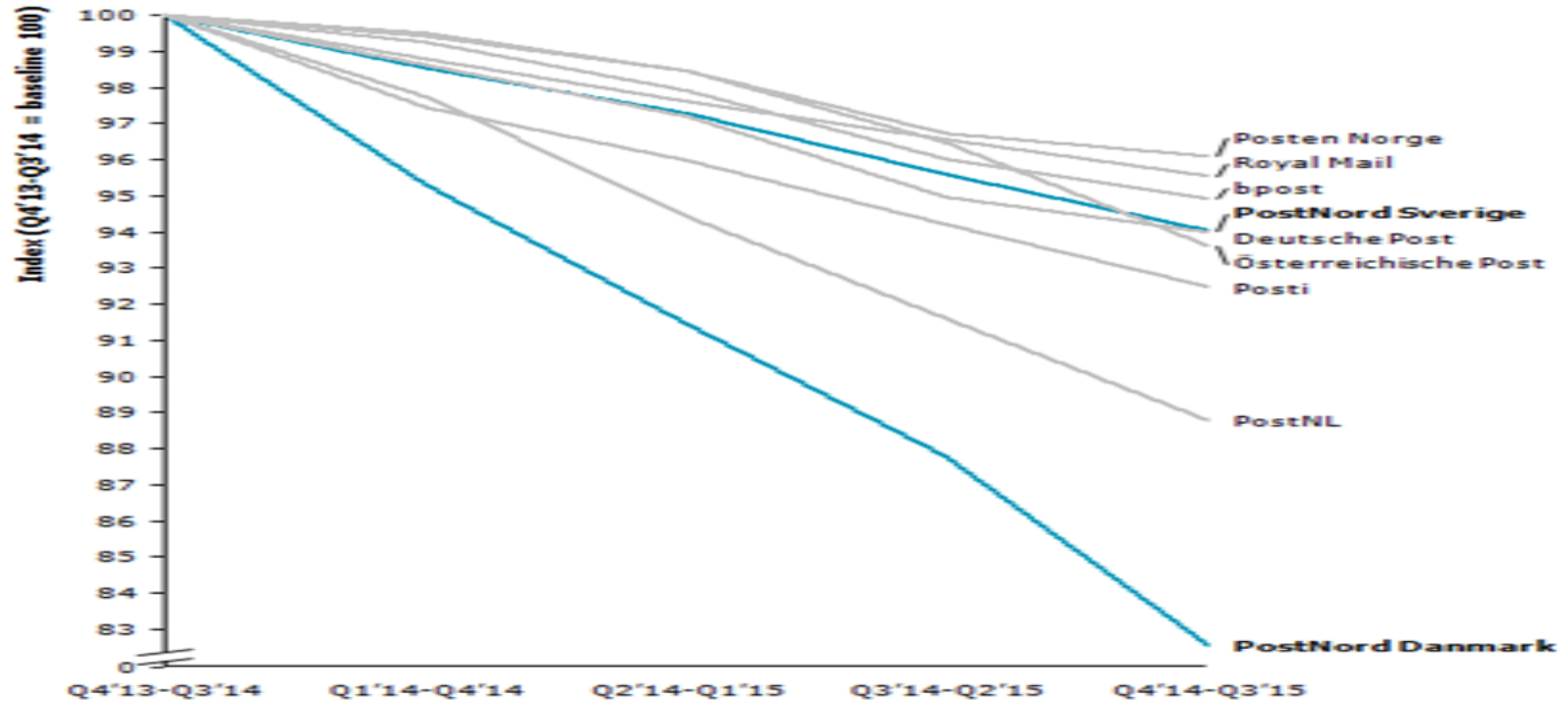
**33 000**  
Employees



**5,0** billion letters  
and other mail items

# The burning platform

Development in letter volumes



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# When your entire legacy is disappearing – what do you do?

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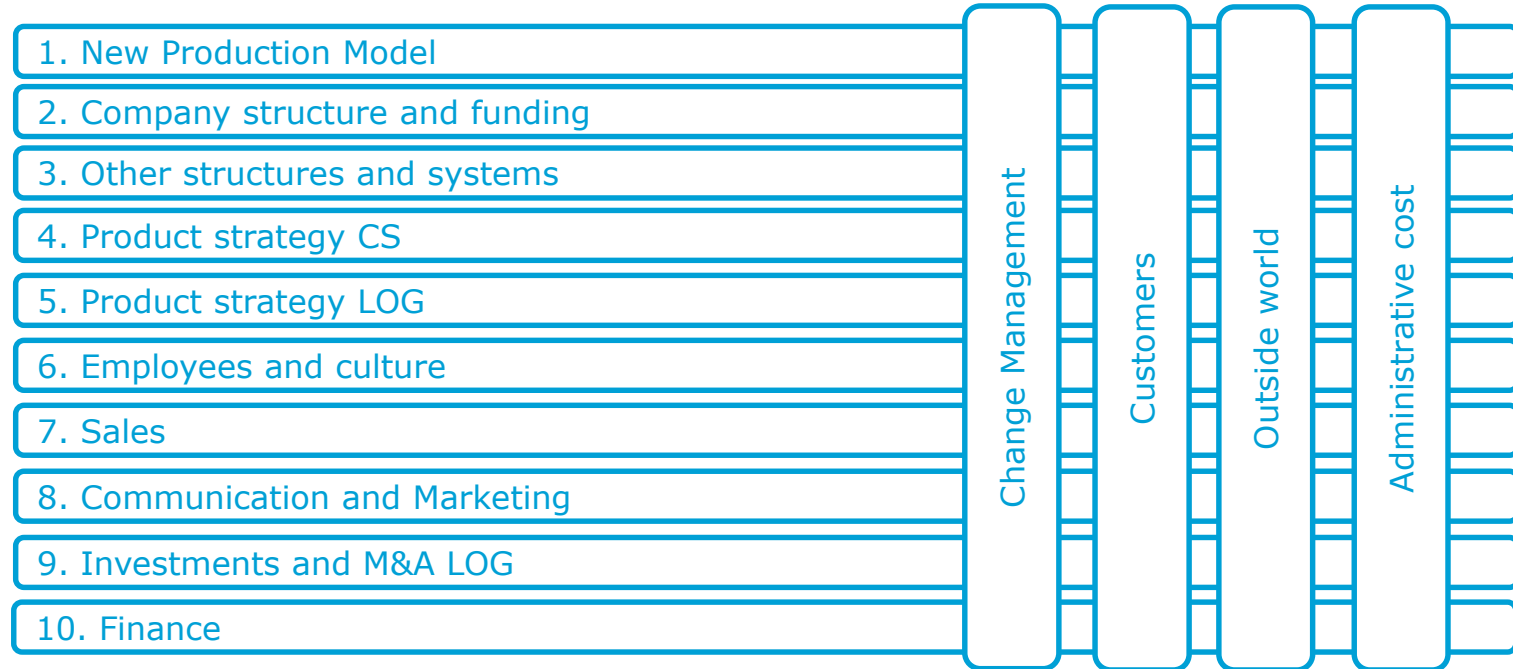


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# What is transformation?

- It is to become something completely different!
- It is to question everything you are & have!
- It is to look at your situation as a “greenfield” and then go and build your new business “bottom up”.
  
- Slow death or life on “life-support” is much easier!
- Everyone (media, citizens, politicians, employees, customers) will be critical & looking for answers!

# The transformation plan



***Our cost, products, production, structure, mindset, focus, attitude, culture –  
Everything must change.***

# What should you transform into?

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## Strengths

- Network
- Brand
- Synergies
- Technology
- Customer relationships

## #1 Nordic



## #1 in Logistics



#1 Parcels



#1 Express



#1-3 Road



#1 TPL



# The Conclusion



Denmark is the forerunner on digitalization globally  
Denmark will be the first country to fully transform into a future with very few letters!



The future should be built on the strength in the network  
The future should be build on eCommerce & Logistics solutions



Technology & Innovation is key in the transformation!  
A strong "mind" & "resolve" is imperative



Build the plan initially looking 10 years into the future! (greenfield)  
Then execute it in 2-3 years