A new service solution for PostNL
The PostNL platform

HORIZON 1

VISION

We want to enable consumers to receive parcels from PostNL always at their own home without actually requiring them to be at home.

ACTION

Create a network of lockers for receiving parcels

HOW?

In horizon one, the consumer makes use of a locker facilitated by PostNL. Consumers pay a small monthly fee through the contribution of their homeowner's association. Consumers order online and receive their parcel at the locker at their central entrance of the apartment building. The locker only facilitates receiving and sending PostNL parcels.

HORIZON 2

VISION

We want to facilitate retail companies with their own delivery network, making sure they are always able to deliver their goods.

ACTION

Open up the network of lockers for retail companies

HOW?

Retail companies with their own delivery networks like PicNic or AH Thuisbezorgd also deal with full schedules and failed delivery attempts. They do not deliver packages and are therefore currently not a direct competitor of PostNL. By making it possible for them to also deliver via the lockers, they can always deliver the groceries. PostNL receives a fee for this which extends the locker's business model.

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HORIZON 3

VISION

We want to facilitate all postal and courier delivery services making sure they are always able to deliver their parcels at their customers reducing unnecessary transport movements.

ACTION

Open up the network of lockers for other couriers

HOW?

Horizon three builds upon the network created in the first two horizons and needs a well-spread network. Besides PostNL and the online retail companies other couriers will be added to the parcel network. They pay a small fee per delivered parcel in the locker. This drastically reduces the number of failed delivery attempts and thus contributes to sustainability.

HORIZON 4

VISION

We want to completely ban out unnecessary transport movements and inefficient networks by creating a transparent shipping platform. Consumers are able to choose their preferred way of delivery based on availability and real-time pricing.

ACTION

Create a platform to connect all webshops to all couriers

HOW?

The shipping platform is created and operated by PostNL. PostNL is also responsible for recruiting webshops and couriers. When a consumer orders online the webshop will send his delivery preferences to the platform. Couriers analyse this offer and based on the preferences and their capacity they send a proposal. The consumer selects his preferred option and pays. The selected courier will deliver the parcel.
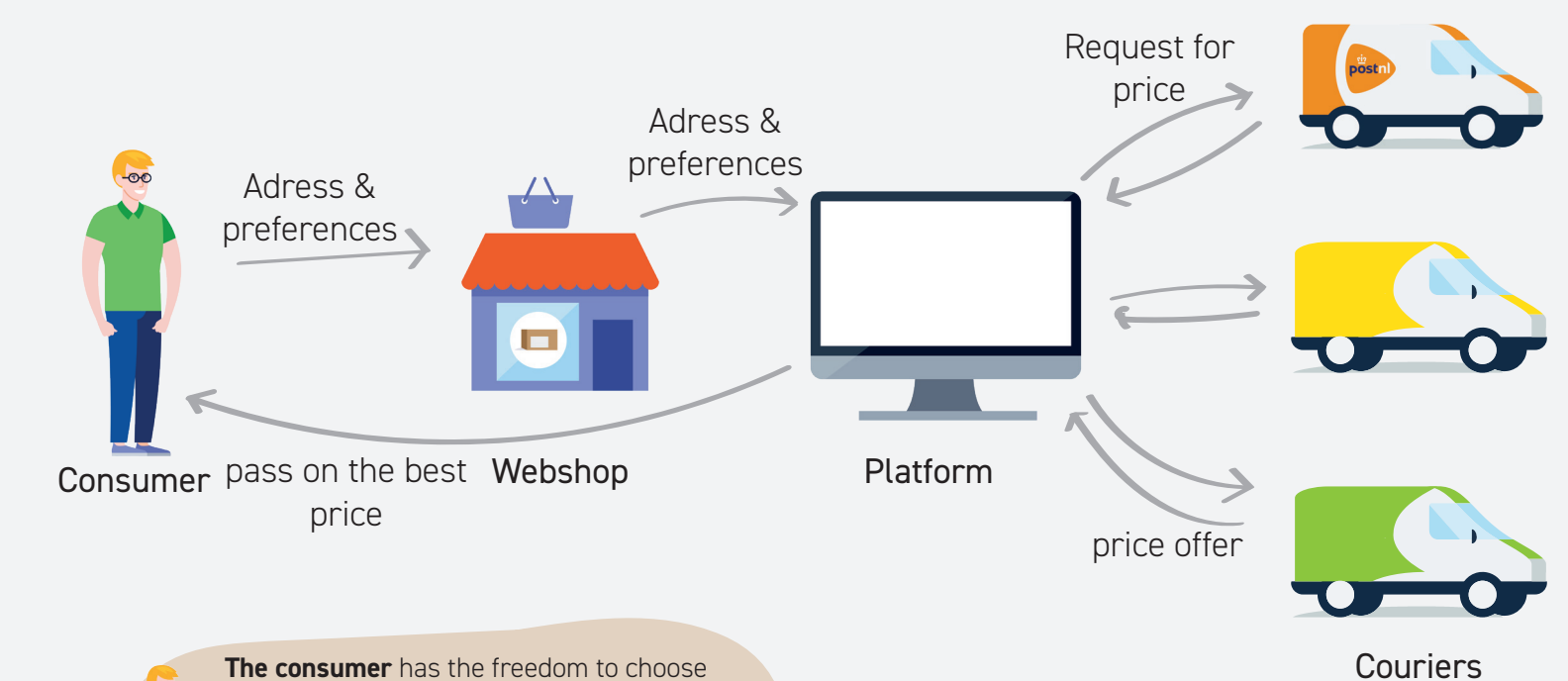
The consumer has the freedom to choose from any courier. during the check-out consumers enter their address and preferences. Preferences can either be ultra-fast delivery or a very strict time frame. After entering their preferences they are able to choose a courier. For the consumer, the process remains fairly the same compared to the current process.

For **the webshops**, the process remains quite the same compared to the current process. They currently have a contract with PostNL which might change to a contract with the PostNL platform. They are able to provide better service to their customers as the delivery options are more expanded.

The platform is owned and operated by PostNL, however it is a separate entity to avoid conflicts of interest. The platform has contract with partners, those partners are either a webshop making use of the service or a courier fulfilling the service. The platform acts as a mediator between those partners.

PostNL has a dual role in this concept, they act as a company operating on the platform and as the owner of the platform. In the platform role, PostNL is responsible for acquiring new partners. Acquiring webshops is something PostNL is used to as they have been doing this for a long time. Acquiring new partners for shipping is completely new and requires a change of mind.

For **the couriers** participating on the platform, there are some interesting changes. Couriers are able to place a bid on a request based on their current capacity, routing (are they already visiting this street?) and the margin on the delivery. This ensures that they have more transport movements at the maximum capacity that are also more profitable.

In the Netherlands, around 700.00 parcels per day are delivered by PostNL. The first part is delivered directly to people's homes; the second part is delivered to a retail location where people then pick up the parcels themselves. This assignment was about the second flow of parcels, more and more consumers are choosing to pick up their parcel at a retail location, but the locations cannot handle the increasing volume anymore.

Consumers were interviewed to create a customer journey about the order and shipping process. They prefer to receive their package at home and do not want to go to a parcel point after work. They also indicated that picking up a parcel takes more time than just the transaction; they have to park, wait in line and wait for an employee to find

the parcel. Some consumers also indicated that it was difficult to arrange something officially with PostNL

It appears that frequent online shoppers are generally younger and receive a minimum of 5 parcels per month. PostNL does not have a shortage of capacity in every district of the city. Based on the research, the Vinex districts and the high-rise districts around the city-centre have been selected as areas where the most improvement is possible.

The final proposed solution is a roadmap making use of lockers to receive parcels and a platform for more customer-oriented and efficient shipping. The lockers are placed at the entrance of the high-rise apartment

buildings, so PostNL can always deliver the parcels at the home of the consumer. In the subsequent phases of the roadmap, the lockers are opened to retailers who deliver their goods themselves and other couriers who can use the locker for a fee. In the final phase of the roadmap, the couriers will collaborate even more, which leads to more efficiency and therefore sustainability. On the platform, the shipping wishes of the consumer ordering online are shared with the participating couriers so that they can offer a price for this request. Couriers can base their price for example on their available capacity and whether they already have to deliver a parcel near the address. PostNL earns a percentage on every transaction via the platform.

Koen Luijkx
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Strategic Product Design

Committee
Prof. dr. ir. Mugge, R.
Ir. Bluemink, R.G.H
Jiska Stuurman

Company
Koninklijke PostNL

TU Delft

Faculty of Industrial Design Engineering

Delft University of Technology