
Vaida Pilinkienė • Vilma Deltuaitė
Asta Daunorienė • Vaidas Gaidelys

Competitiveness Creation and Maintenance in the Postal Services Industry

A Lithuanian Case Study

Contents

1	Concept of Competitiveness and Methodological Principles of Competition Assessment	1
1.1	A Concept of Competitiveness	1
1.2	A Framework of Competition Assessment	8
1.2.1	The Methods of Business Environment Analysis	9
1.2.2	The Methods of Business Sector Analysis	24
1.2.3	The Methods of Business Competitors Analysis	26
	References	33
2	Legal Regulation of Competition in Postal, Courier and Financial Services Industries	37
2.1	Legal Regulation of Competition in Lithuania	37
2.2	Legal Regulation of Competition in Postal and Courier Services Industries	40
2.3	Legal Regulation of Competition in Financial Intermediation Industry	49
2.4	Future of Legal Regulation of Competition in Postal, Courier and Financial Services Industries	59
	References	63
3	Competition in Postal, Courier and Financial Services Industries	65
3.1	Competition in Postal Services Industry	65
3.1.1	Segmentation of Postal Services Market	65
3.1.2	Analysis and Forecasting of Competition in Postal Service Industry	67
3.2	Competition in Courier Services Industry	111
3.2.1	Analysis and Forecasting of Competition in Courier Services Industry	111
3.2.2	Analysis of E-Commerce Industry's Trends	148
3.2.3	Analysis of Logistics Market Trends	159

3.3	Analysis and Forecasting of Competition in Lithuanian Financial Services Industry	187
3.3.1	Analysis and Forecast of Competition in Payment and Delivery of Pensions and Allowances Services Market . . .	188
3.3.2	Analysis and Forecast of Competition in Payment Services Market	191
3.3.3	Analysis and Forecasting of Competition in Financial Intermediation Selling Financial Products and Services Market	223
3.4	Analysis and Forecasting of Competition in Lithuanian Retail Trade Industry	248
	References	272
4	Lithuanian Universal Service Provider: Profile, Facts and Figures	275
4.1	Lithuanian Universal Service Provider: Company's Structure, Management Bodies, Membership in International Postal Organizations and Infrastructure	275
4.2	Lithuanian Universal Service Provider: Strategy, Mission, Vision and Values	277
4.3	Lithuanian Universal Service Provider's Business Environment . . .	283
4.3.1	Lithuanian Universal Service Provider's Legal Regulations	283
4.3.2	Lithuanian Universal Service Provider's Service Markets and Competitors	285
4.3.3	Lithuanian Universal Service Provider's Customers and Customer Groups	290
4.3.4	Lithuanian Universal Service Provider's Key Risk Factors	291
4.4	Lithuanian Universal Service Provider: Overview of Financial Figures	293
4.5	Lithuanian Universal Service Provider: Plans and Forecast	298
	References	299
5	Lithuanian Universal Service Provider's Business Strategy and Problems in Competitiveness	301
5.1	Lithuanian Transport Development Strategy	301
5.2	Theoretical Aspects of Lithuanian Universal Postal Service Provider's Business Strategy Analysis	310
5.3	Lithuanian Universal Service Provider's Business Strategy Analysis Based on the Best Foreign Practice	313
5.4	Analysis of Lithuanian Universal Service Provider's Problems in Competitiveness	336
	References	344

6	Competitiveness Creation and Maintenance Experience in Lithuania and Foreign Countries	347
6.1	Analysis of the Competitiveness Experience in Foreign Countries	347
6.2	Analysis of the Competitiveness Experience in the Postal Service Industry in Foreign Countries	351
6.3	Analysis of the Competitiveness Experience in Lithuania	354
6.4	Analysis of the Competitiveness Experience in the Postal Service Industry in Lithuania	363
	References	367
7	Development of Lithuanian Universal Postal Services Provider's Competitiveness Maintenance Model	369
7.1	Analysis of Competitiveness Concepts and Models	369
7.1.1	Comparative Analysis of Competitiveness Maintenance Models	369
7.2	Methodology of Lithuanian Universal Postal Services Provider's Competitiveness Maintenance Model	377
7.2.1	Assumptions of Lithuanian Universal Postal Services Provider's Competitiveness Maintenance Model	377
7.2.2	Tools of Lithuanian Universal Postal Services Provider's Competitiveness Maintenance Model	379
7.3	Lithuanian Universal Postal Services Provider's Competitiveness Maintenance Model	381
7.3.1	Concept of Lithuanian Universal Postal Services Provider's Competitiveness Maintenance Model	381
7.3.2	Methodology of Lithuanian Universal Postal Services Provider's Competitiveness Maintenance Model Implementation	383
7.3.3	Guidelines for Lithuanian Universal Postal Services Provider's Competitiveness Maintenance Model Implementation	407
7.4	Alternatives for the Improvement of Problematic Areas in Lithuanian Universal Postal Services Provider's Competitiveness	407
7.4.1	Lithuanian Universal Postal Services Provider's Strategic Goals	407
7.4.2	Analysis of Lithuanian Universal Postal Services Provider's External and Internal Environment	408
7.4.3	Alternatives for Lithuanian Universal Postal Services Provider's Competitiveness Maintenance	409
	References	446

8	Lithuanian Universal Postal Service Provider's Competitiveness Maintenance Strategy	449
8.1	Lithuanian Universal Postal Service Provider's Vision, Mission and Competitiveness Maintenance Strategy and Strategic Directions	449
8.2	Evolution of Lithuanian Universal Postal Service Provider's Competitiveness Maintenance Strategy	451
8.3	Concept of Lithuanian Universal Postal Service Provider's Competitiveness Maintenance Strategy	452
	Reference	462
	Conclusions and Recommendations	463
	Annex 1	469
	Annex 2	553
	Annex 3	555