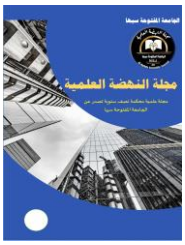
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Forecasting the future of postal services in Libya until 2030: a strategic analysis of the performance of Libya Post Company in the light of global Directions of the Universal Postal Union

Adell Youniss Ali Ankoa
Zintan University-Faculty of accounting, Zintan, Libya

Corresponding Author: adelnakoa@yahoo.com

Abstract

The future of postal services in Libya is set to undergo significant changes by2030. To get ready for this, it is important to consider what the Universal Postal Union (UPU) needs and the direction it is going in. This research does that, with its emphasis on how Libya Post Company can evolve towards a paradigm change in the way that it does business, moving away from traditional mail and into parcel delivery, logistics, e-commerce and digital services. There's an expectation that people are asking for good quality, efficiency and security, and this is something the company needs to do. Through the study of the recent reports, UPU documents and literature, we can identify the areas that require improvement of Libya Post Company which can be aligned to the requirements of the UPU. To move forward, the company needs to diversify its services, connect digital platforms with logistics, and invest in technology and human capabilities. Making the pledges concrete, too, is important as well as keeping a check on how these pledges are fulfilled. Three options exist for the future: to remain with their current state, to change gradually or to become a smart postal service. The best is to change completely but this is a more achievable aim. The findings indicate that the implementation of Digitalization, Logistics, e-commerce, workforce development, and partnership are among the critical steps that Libya Post Company should implement in the future in a phased manner. Progress to be measured against clear targets and indicators, and the company progressing towards 2030 targets. This will enable Libya Post Company to thrive in a dynamic postal services market.

Keywords: Postal services; Universal Postal Union; Libya Post; digital transformation; e- commerce.

استشراف مستقبل الخدمات البريدية في ليبيا حتى عام 2030: تحليل استراتيجي لأداء شركة بريد ليبيا في ضوء التوجهات العالمية للاتحاد البريدي العالمي

عادل يونس علي الناكوع

جامعة الزنتان، كلية المحاسبة، الزنتان، ليبيا

للمراسلة: adelnakoa@yahoo.com

الملخص

يبحث هذا البحث مستقبل الخدمات البريدية في ليبيا حتى عام 2030 من خلال تحليل متطلبات الاتحاد البريدي العالمي وتوجهاته الاستراتيجية وتقييم آثارها على شركة بريد ليبيا. ويركز على التحول من المراسلات التقليدية إلى تسليم الطرود والخدمات اللوجستية والتجارة الإلكترونية والخدمات المتكاملة رقميا ، إلى جانب المتطلبات المتزايدة لجودة الخدمة والكفاءة التشغيلية والاستدامة وأمن المعلومات. يعتمد البحث نهجا وصفيا تحليليا يستند إلى المؤلفات العلمية الحديثة والتقارير الدولية والوثائق الاستراتيجية للاتحاد البريدي العالمي والمعلومات المتاحة عن شركة بريد ليبيا لتحديد مجالات التوافق الاستراتيجي والفجوات بين قدراتها المنشورة والمتطلبات القطاعية الناشئة. ويشير التحليل إلى أن تطوير الخدمات البريدية في ليبيا يعتمد على تنويع الأنشطة المدرة للدخل ، ودمج المنصات الرقمية مع عمليات الطرود والخدمات اللوجستية ، وتعزيز البنية التحتية التكنولوجية والقدرات البشرية. ويخلص التقرير أيضا إلى أن المواءمة مع متطلبات الاتحاد البريدي

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العالمي تتطلب ترجمة الالتزامات والتوجهات الاستراتيجية ذات الصلة إلى أهداف قابلة للقياس وبرامج تنفيذ ومؤشرات أداء. تم تحديد ثلاثة سيناريوهات مستقبلية: الاستمرارية المحدودة ، والتحول التدريجي ، والخدمات البريدية الذكية المتكاملة. وعلى الرغم من أن السيناريو الثالث يوفر أقوى مواءمة مع التطورات القطاعية الدولية ، فإن التحول التدريجي يمثل المسار الأكثر جدوى نحو تحقيقه. يوصي البحث باتباع نهج استراتيجي مرحلي لشركة بريد ليبيا ، مع إعطاء الأولوية للرقمنة والخدمات اللوجستية والطرود ، وتكامل التجارة الإلكترونية ، وتنمية القوى العاملة ، والشراكات المؤسسية. وينبغي تقييم التقدم المحرز من خلال مؤشرات أداء قابلة للقياس مرتبطة بأهداف محددة لعام 2030.

الكلمات المفتاحية: الاتحاد البريدي العالمي ؛ بريد ليبيا ؛ التحول الرقمي ؛ التجارة الإلكترونية

Chapter I: general and conceptual framework of the research

1.1 Introduction

The postal sector is evolving in more than just the adoption of new tools. It has been a long time since the model of postal services, which was predominantly letter-based, was applicable, due to technological advances, the increasing popularity of e-commerce and also the expectations of customers. The role of postal institutions has turned into a new business model which focuses on parcel delivery, integrated logistics, digital services and shipment tracking. Postal networks must be relevant and be able to play a more significant role in the economy if they are to serve those goals. They require modern infrastructure, efficient operations, reliable service and more connection between real and virtual elements. The Universal Postal Union (UPU) is responsible for the global system for postal cooperation, the quality of postal services and the building of connected postal networks. It focuses on strategic directions of modernization, digital transformation, service, quality, and logistics development. For the national postal operators, it is not just about maintaining the international mail exchange, but also a matter of compliance with these instructions. It also involves converting international requirements into operational priorities, measurable objectives and development programmes, which are appropriate for national conditions. A strong institutional and geographical network already exists in Libya which can be leveraged for postal development. However, it is important to evaluate this network against measurable evidence to determine the degree of need for its current operations. According to Libya Post Company, their network covers the whole country and there are approximately 250 offices. It offers published services such as Ordinary mail, registered mail, express mail, postal boxes, domestic money transfers and shipment tracking. These statistics suggest that there is a working base present. They do not in isolation indicate the effectiveness of delivery, the geographical coverage and ability to provide integrated e-commerce logistics (Libya Post Company, n.d.). The postal addressing project is a more specific marker of modernization, and the company is dedicated to it. The company said in a 30 June 2026 announcement that it has created a geographical database of 1,018,000 locations, produced address signs for over 600,000 buildings and installed at 300,000 buildings. The installation figure is therefore about 50% of the number of buildings for which signs had been manufactured. This suggests that there is a level of non-implementation compared to the claimed manufacturing milestone. The available figures, however, do not indicate what proportion of all the buildings targeted has been covered, nor do they indicate the project's actual impact on the time taken for the delivery, accuracy and operating costs (Libya Post Company, 2026). These signs suggest that both there is some ground for modernization and that there are boundaries to the available information. The company's published network and addressing initiatives demonstrate range of institutional reach and development activity. Meanwhile, the information available is insufficient in terms of key performance indicators like

average delivery times, on-time delivery rates, annual parcel volumes, digital tracking coverage or the degree of integration between postal services and logistics. The analytical gap is therefore double sided: how the company presents its documented capabilities align with the current and future international requirements and what is missing at company level in terms of operations and technologies that can be documented. It is important to distinguish between what has been accomplished and what is assumed as performance in order to come up with a credible assessment of strategic readiness. Accordingly, this research aims to study the future of postal services in Libya up to 2030 via analyzing the strategic position and documented capabilities of Libya Post Company in terms of postal service requirements and directions as required by the UPU. It identifies areas of alignment, evaluates the implications of the current sector modernization initiatives and outlines plausible future scenarios for the sector. Based on this, the research objective is to define strategic priorities that can contribute to a gradual transformation towards an integrated postal model that integrates digital services, parcel delivery, logistics and e-commerce, while measuring progress by measurable indicators and where the implementation is targeted.

1.2 Research Problem

Digital development, the rise of e-commerce, and increasing dependence on parcels, transport, logistics, and digital solutions are driving postal services to transform their roles and functions. A postal company is no longer defined solely by its postal service; it is also evaluated for its ability to create services, optimize processes, leverage new technologies, and adapt to the changing global postal landscape. These changes are reflected in the priorities of the Universal Postal Union (UPU), which aims to develop postal networks and services, foster digitalization and innovation, enhance the quality of postal services, and support the contribution of postal logistics to economic and technological change. These requirements are particularly relevant in the Libyan context, where there is a need for the postal service to develop and modernize in accordance with developments occurring in other parts of the world. This sector is primarily represented by Libya Post, which is essential in this field, and all its strategies are directly related to the future of postal services in Libya, as well as its ability to meet international requirements. The main issue is a lack of clarity regarding the extent to which the company's current strategies can adapt to global changes and the course outlined by the Universal Postal Union. There is also a lack of insight into whether its services and capabilities are suitable for a more advanced postal model, particularly in the areas of digitalization, parcel services, logistics, e-commerce, and service quality. The research problem is thus stated: the strategies of Libya Post need to be analyzed in the context of its obligations under the UPU, how well they correspond to the transformations of the postal industry, and what potential directions postal services can take in Libya by 2030. This should aid in determining the best course of a development strategy.

Main Research Question

- ❖ What will be the role of the postal services in Libya in the context of the obligations of the Universal Postal Union, and what can the strategies of Libya Post do to meet the needs of this future until 2030?

Sub-questions

- What are the key changes and trends in the postal services sector internationally, and what are the implications of these for the future of the postal services sector?
- What are the main duties and conditions regarding postal services that are set forth in the international postal framework of the UPU?
- What is the current status of postal services and the strategies of Libya Post - in relation to international trends and requirements?
- What are the major differences between the present status of Libya Post, the demands of the Universal Postal Union, and the future postal industry?

- Based on the international trends and the drivers of change affecting the postal services sector, what are the possible scenarios for the future of postal services in Libya until 2030?

1.3 Research Objectives

Main Objective

To anticipate the future of postal services in Libya in light of the commitments of the Universal Postal Union (UPU), and to assess the capacity of Libya Post Company's strategies to respond to the requirements of the anticipated future up to 2030.

Specific Objectives

1. To identify the most prominent international transformations and trends influencing the future of postal services.
2. To outline the key commitments and requirements associated with the Universal Postal Union.
3. To analyze the current reality and strategies of Libya Post Company in light of international requirements.
4. To identify the most significant gaps between the company's current reality and international trends and requirements.
5. To anticipate potential scenarios for the future of postal services in Libya up to 2030.

1.4 Research Significance

First: Scientific Significance

The scientific significance of this research lies in addressing the future of postal services in Libya in light of the transformations witnessed by the sector globally and the commitments and requirements set by the Universal Postal Union (UPU). The value of this approach is strengthened by combining strategic analysis with strategic foresight, which allows for a broader understanding of the relationship between the current reality of the Libya Post Company, the changes reshaping the postal industry, and the possible alternatives for development up to 2030. The research also contributes to local literature on a topic that remains underexplored and provides a foundation for future research on postal institutions, logistics services, and digital transformation in Libya.

Second: Practical Significance

The practical significance comes from the direct relevance of the topic to the future of the Libya Post Company and its capacity to deal with the changing requirements of the sector. Analyzing the company's strategies helps reveal strengths and weaknesses and identify gaps between its current reality and international requirements and future trends. The findings can, therefore, help direct attention toward priority areas for development, especially digitalization, service modernization, parcel and logistics activities, integration with e-commerce, and service quality improvement. This supports the formulation of a strategic direction that is more aligned with the requirements of the next phase and strengthens the company's readiness up to 2030.

1.5 Research Scope

Thematic Scope: The research is confined to anticipating the future of postal services in Libya through analyzing the strategies of Libya Post Company and examining their alignment with the commitments and orientations of the Universal Postal Union. Particular attention is given to service development, digital transformation, parcels, logistics services, e-commerce and service quality.

Geographical Scope: The research is limited to the postal services sector in Libya, with Libya Post Company serving as the primary unit of analysis because of its central role in the sector.

Temporal Scope: The research addresses trends, strategies and available data during the period under analysis, while directing the foresight toward the future of postal services up to 2030.

1.6 Literature Review

1. Moumen (2026) examined, in "An Analytical Study of the Development of Postal and Financial Services at Algeria Post in the Era of the Digital Economy," published in the Journal of Economic, Management and Commercial Sciences, 19, No. 1, pp. 21-37, the digital transformation of postal and financial services, focusing on electronic services, infrastructure, and express mail. This study was descriptive-analytical, utilizing official data, reports, and UPU statistics without a field sample. The findings revealed improvements in digital and express mail services, along with ongoing issues related to service quality, technical investment, and operational efficiency. The study suggested developing automation and digital services to enhance performance quality. It proves valuable due to its practical application to the development of a postal body for Arabs. However, it did not predict future situations or evaluate UPU commitments in a holistic strategic context. The current research benefits from it in analyzing digital transformation and service development while distinguishing itself by focusing on Libya Post Company and anticipating its services up to 2030.
2. . Merir and Mesbah (2024) investigated, in "The Role of Digital Marketing in Enhancing Algeria Post Services During the COVID-19 Pandemic," published in the Al-Asil Journal for Economic and Administrative Research, Vol. 8, No. 2, pp. 433-453, the role of digital marketing in developing postal services and promoting the use of electronic channels. The researchers used a descriptive-analytical approach by analyzing data and reports related to the digital services of Algeria Post, without relying on a field sample. The study highlighted the importance of digital marketing and communication infrastructure in expanding the use of electronic services and reducing reliance on traditional transactions. It recommended the continued development of the digital environment for postal services. Its significance lies in emphasizing the digital dimension in service development. However, its association with the COVID-19 pandemic limited its extension to long-term future studies. The current research differs from it by focusing on the strategies of Libya Post in light of UPU commitments and anticipating the trajectory of services up to 2030.
3. Kaoui and Ouled Haimouda (2024), in "The Role of Digitalization in Improving the Quality of Services for Public Institutions within the Framework of Development: A Case Study of Algeria Post," published in the Al-Ghouri Journal of Economic and Administrative Sciences, Vol. 20, Special Issue, pp. 109-127, focused on the experience of Algeria Post and how digitalization was helping to enhance the quality of public services. The study adopted a case study method, where the focus was on the applications of digitalization and electronic platforms in the institution. The findings revealed that digitalization helped to modernize services, improve service performance, and work better with beneficiaries, and suggested a greater use of digital technologies. Its contribution lies in linking digitalization to postal service quality. However, its scope remained focused on current performance and did not directly address future strategy or international commitments. The current research benefits from it in building the dimension related to digital transformation while extending beyond it to analyze the strategies of Libya Post and anticipate the future of postal services in light of international requirements.
4. Mokgohloa et al. (2023), in "Postal Digital Transformation Dynamics-A System Dynamics Approach," published in Systems, Vol. 11, No. 10, Article 508, addressed the dynamics of digital transformation in the postal sector and the factors influencing its success, particularly operational capabilities, digital culture, technology, and financial performance. The study used a system dynamics approach to build a model illustrating the interrelationships among these variables within the context of the South

African postal sector. The results showed that digital transformation is an interconnected process influenced by a set of organizational, technical, and financial factors and emphasized the importance of building integrated institutional capabilities to support sector sustainability. The study is distinguished by its strong treatment of the relationships among the determinants of digital transformation. However, it does not address UPU commitments or the Libyan context. The current research benefits from it in understanding the drivers of transformation while differing in methodology, context, and focus on Libya Post Company and the sector's future up to 2030.

5. Kouroutzas and Palamari (2025), in "Opening the Black Boxes of the Black Carpet in the Era of Risk Society: A Sociological Analysis of AI, Algorithms, and Big Data at Work Through the Case Study of the Greek Postal Services," published in AI & Society, Vol. 40, pp. 825-838, examined the impact of artificial intelligence, algorithms, big data, and robotics on reorganizing work within the Greek postal services. The study used a qualitative approach based on a case study and an analysis of workers' experiences in a postal environment moving toward automation. The results showed that the introduction of smart technologies brought changes in the nature of work and the roles of employees, imposing new requirements on institutions and human resources. The strength of the study lies in addressing the organizational and human dimensions of technological transformation. However, it did not address national postal strategy, international commitments, or foresight of the sector's future. It relates to the current research through its treatment of modern technologies, while the current research moves toward employing these transformations within a broader strategic analysis of the future of Libya Post.
6. Onifade et al. (2024), in "Systematic Review of Data-Integrated GTM Strategies for Logistics and Postal Services Modernization," published in the International Journal of Scientific Research in Science and Technology, Vol. 11, No. 4, pp. 587-604, addressed the role of data integration in modernizing logistics and postal services and developing their strategies. The study carried out a literature review that followed PRISMA guidelines, looking at many published studies and reports about digital transformation, logistics, and postal services. The results showed that people are increasingly relying on data analytics, digital platforms, and tracking to update their operations. Yet, the study also found that there are still challenges in integrating systems, skills, and the organization. The study recommended that organizations develop capabilities, improve data integration, and link technical investments to strategic objectives. Its significance lies in combining data, logistics transformation, and strategy. However, it addressed the sector in general without linking it to a Libyan postal institution or UPU commitments. The current research benefits from its results in analyzing technical and logistics trends while adding the Libyan, international , and foresight dimensions up to 2030.

1.7 Commentary on the Literature Review

The reviewed studies show that interest in developing postal services has focused mainly on digitalization, service quality improvement, electronic services development, logistics, artificial intelligence, and data management. These studies have helped highlight the transformations witnessed by the postal sector and confirm that its continuity no longer depends on traditional services alone. It depends on the sector's ability to keep pace with technology, changing customer needs, and the growth of e-commerce and logistics services. However, most studies focused on a specific aspect of development. Arab studies largely concentrated on the experience of Algeria Post, while foreign studies addressed different postal environments without directly addressing the Libyan reality. The current research builds on these findings but extends beyond them by linking international transformations in the postal industry with UPU commitments and the strategies of the Libya Post Company.

It then analyzes the gap between the company's reality and the requirements of international development, leading to an anticipation of the future of postal services up to 2030. The research stands out because it focuses on a topic and is set in Libya. It brings together analysis and a forward-looking view. It doesn't just look at transformation or service quality on their own; instead, it connects them. This helps show the path that postal services in Libya might follow. It also points out the steps the Libya Post Company should take to get ready for what's next. The value of the research is, in this picture-it's not just one piece but the whole picture.

1.8 Materials and Methods

1.8.1 Research Design and Data Sources

This research uses an analytical method together with strategic foresight to study what postal services in Libya might look like by the year 2030. The study focuses on Libya Post Company and on the directions set by the Universal Postal Union (UPU). The goal of this research is to look at the documented strategy of Libya Post Company to find any differences between what's written and what is happening around the world. The aim is to create future situations. The analysis has four parts: reviewing documents looking at content in a qualitative way finding gaps in strategy and building and comparing future scenarios. The research uses data from four sources.

First source includes UPU documents like the strategy for 2026–2029 the Postal Vision 2030 applicable postal conventions and regulations sector reports and statistical publications. These documents offer a standard to look at cooperation, service quality, digital changes, how operations are connected and the growth of packages and logistics. A clear difference is made between things that are required and broader ideas because the ideas are not always required.

Second source is made up of materials from Libya Post Company like its website, descriptions of services, institutional announcements, published development initiatives and available annual reports, strategic plans and operational or financial records. These materials are studied to find out what Libya Post Company has done and what it is capable of. Descriptions of services from Libya Post Company are not taken as proof of how the services work unless there is data showing performance.

Third source has laws, rules, and government policies and reports that explain the situation in which postal services work.

Forth source includes books, articles from journals that have been checked by experts and reports from known international groups.

These materials help explain changes, in technology, online shopping, logistics, how organizations work and thinking about the future. More attention is given to materials while older ones are kept if they have important ideas or rules.

1.8.2 Document Selection Criteria and Analytical Procedures

Documents are chosen deliberately based on their credibility within institutions how relevant they are to the goals of the research how recent they are and how easy they can be checked. The review focuses on materials published between 2020 and 2026. The review also keeps legal documents and key foundational works whenever the review needs them. A document is taken into account when it talks about least one of the main areas of analysis: rules for international mail strategy of the institution delivery of services move to digital tools, development of parcels and logistics mix of e-commerce strength of the organization or quality of service. Documents are left out when we cannot confirm where they come from when the content does not connect to the research questions or when the statements inside do not have supporting documents. Duplicate papers are merged unless the versions have differences. Every chosen Document is listed in a register that has the title, the organization that issued it the year it was published, the type of document the source location, the relevant analytical dimension and the main facts taken out. The total count of Documents that were examined is told after the screening is finished not

guessed three different tools are used to analyze the Papers. First a qualitative content review pulls out and sorts statements, reported work, rules and how well things are doing. The coding system covers rules for mail, building services, digital skills, parcel work and online shopping, strength of the organization, quality of service and staying green. It tells the difference between legal duties, strategy suggestions, stated goals, recorded actions and proven results. Second a strategic gap study looks at where Libya Post's compared with the rules of the UPU and the planned paths. The results are put into four types: clear match, some match, missing part and not enough evidence. Every type has a source that can be followed. A reason for the decision. If we do not see proof in records that does not mean the service is missing.. A strategy suggestion is not treated as a hard rule unless it has a legal standing. Third a driver and uncertainty check finds the forces that will likely change how postal services work in Libya. These forces are moving to tools the drop or rise in regular mail the growth of online shopping, development of parcel work the amount of money that can be invested how well the institutions work together the skills of the staff and changes, in rules. Their possible effect and how unsure they are are judged by reading the documents and no unbacked numbers are given.

1.8.3 Construction and Comparison of Future Scenarios

Scenario construction follows a structured qualitative procedure designed to connect the documented baseline, identified strategic gaps and principal sources of uncertainty. The procedure has six stages.

First, a baseline assessment is established by synthesizing the available evidence concerning Libya Post’s published services, institutional initiatives, digital capabilities and documented development priorities.

Second, the principal internal and external change drivers are identified through content and gap analysis.

Third, critical uncertainties are determined, particularly those concerning investment, the pace of digital transformation, logistics development, service diversification and institutional coordination.

Fourth, three alternative scenarios are formulated. The Limited Continuity Scenario assumes that the existing service model remains dominant and that modernization progresses slowly. The Gradual Transformation Scenario envisages incremental improvements in digital services, parcel operations, customer access and logistics capabilities, subject to available resources and institutional capacity. The Integrated Smart Postal System Scenario represents a more comprehensive transformation in which digital services, parcels, e-commerce, logistics partnerships, data management and performance monitoring are connected within an integrated operating model.

A formal qualitative process, with six steps, is used for developing scenarios based upon the documented baseline, identification of strategic gaps, and key uncertainties. The firstly**,** step is to establish a base-line evaluation based on all the current data regarding Libya Post's stated products/services, internal projects/programs, technological capability (digital) and long term plans/priorities. Secondly, the major interior and exterior changes are determined by using both content and gap analysis. Thirdly, the critical uncertainties are identified; specifically those related to investments, the rate at which digital transformations occur, the growth of logistics capabilities, diversifying services provided and coordinating institutions. Fourthly, there were also potential alternatives developed. In the Limited Continuity Scenario, it is assumed that the existing service model will continue to be used as the primary mode of delivery and that progress towards modernization will occur at a slow rate. The Gradual Transformation Scenario anticipates a series of small steps toward digital transformation. Fifthly, the analysis compares the scenarios using shared criteria: UPU relevant obligations and strategic directions alignment, digital capability, service diversification, logistics integration, customer access and service quality, and institutionally reasonable sustainability. This comparison helps determine the

conditions, constraints or strategic impact related to each route. Sixthly seven or more strategic priorities and the relevant short-, medium- and longer-term implementation rotations until 2030 are ASEM derived from the comparison. When reliable baseline figures are present, proposed actions are coupled to responsible institutional actors, implementation milestones and performance indicators that can be quantified. The scenarios are viewed as plausible alternative development paths, rather than a single expected reality. Documentary evidence does not provide estimable merits sufficient to justify the assignment of numerical probabilities. As a result, there is a strategic judgment in the gradual transformation towards a smart postal system, based on the identified conditions and constraints, and not justified statistically forecast.

1.8.4 Credibility and Methodological Limitations

The credibility of the analysis is strengthened through source triangulation wherever possible. International requirements are checked against official UPU documents, while claims about Libya Post are examined against company publications and other credible institutional records. An evidence register links each major finding to its source, analytical classification and supporting rationale. Documentary facts, researcher interpretations and proposed recommendations are distinguished throughout the analysis.

The main limitation concerns the availability of comprehensive company-level operational, financial, technological and service-quality data. Consequently, the research does not claim to provide a complete quantitative measure of Libya Post's strategic readiness or a statistically validated forecast of its future performance. Its findings constitute a documentary-based strategic assessment, and the feasibility of the proposed scenarios should be reassessed when more comprehensive institutional data become available.

Chapter Two: Conceptual and International Framework for the Future of Postal Services

Section One: Postal Services and Transformations in the Postal Industry

2.1 Concept and Evolution of Postal Services

Postal services are an important part of how we live every day. They have been around for a long time. They have helped people and countries talk to each other do business and connect with each other. A time ago postal services were all, about moving letters, papers and boxes from one person to another using a system of post offices and delivery paths. But that's not enough to describe what postal services do today. With new technologies and changes in how people buy and sell things, the role of postal services has changed a lot. They now offer a wider range of services, as seen in the work of (Crew and Kleindorfer in 2002 and Bichou in 2021). The Postal service is more than delivering packages. Postal service is a network that can handle everything from receiving and processing to transporting and delivering mail and goods. Postal service network plays a role in connecting parts of the country bringing communities and markets together and making it easier for people to share information and goods. In places postal service is a part of the infrastructure that helps people communicate and do business with each other. Postal service is especially important in countries where postal service's a key part of the social and economic system. For example researchers like (Crew and Brennan2016 well as Campbell, 2023). have highlighted the significance of postal services, in supporting local economies and communities. Postal service helps people send and receive goods, documents and information. This makes trade, commerce and social connections easier. How people use service has changed a lot over time. Nowadays, it's not just about sending letters, but also about delivering packages, handling business documents, and providing digital and financial services. This shift is mainly because fewer people are sending paper letters, thanks to email and digital messaging. At the same time, online shopping has made parcel delivery really important. Experts say this change is not just about what postal services offer, but about how they make money and do business. According to researchers like (Crew & Brennan, 2016; Parcu et al., 2022; Hwang & Kim, 2022). The postal industry has become a complex system that combines physical and

digital communication, transportation, logistics, and e-commerce. It's a big change from what postal services used to be. Today's postal services are about more than just sending letters. They offer a range of services that help people and businesses connect with each other and with the wider world. This includes physical services like delivering packages, digital services like tracking and paying for deliveries online, and financial services like sending money. By using the postal network, people can access new markets and services that they might not have been able to reach before. To understand where the postal sector is headed, we need to look at it in a new way. We can't just measure how well a postal service is doing by how many letters it delivers. We also need to think about how well it can adapt to changes in the economy and technology, and how it can use its resources to offer new services that people need. Researchers like (Crew & Brennan, 2016; Gómez-Ibáñez, 2022). have been studying this issue and have some ideas about how postal services can stay relevant in the future.

2.2 Transformation in the Postal Services Model

The change happening in the sector is more than just new tools or technology. It's a shift in how services are delivered and what role postal institutions play in the economy. Email and other digital communication have lowered the need for mail. At the same time e-commerce and the digital economy have opened new opportunities. Especially in sending packages, logistics and digital services. Because of this postal organizations can't just add technology to ways of working. They must rethink their business model (Crew & Brennan 2016; Rogers, 2016; Hwang & Kim 2022).

2.2.1 from Traditional to Modern Postal Services. In the past postal services were built around post offices, sorting centers and delivery vehicles. Their job was to collect and deliver letters and packages. The value came from having a network that could reach anywhere. Reliably, safely and quickly. As digital communication took over the need for traditional mail dropped. More personal and business messages moved online. This forced postal services to find uses for their networks and infrastructure (Crew & Kleindorfer 2002; Bichou, 2021). Now the modern postal model is about offering more than mail. It's about diversifying and connecting services. Today's postal institution handles letters express mail, packages, local and global deliveries, storage, distribution, logistics and even some financial and digital services. It's not just moving mail anymore. It's part of the chain that links sellers and producers to buyers. In places where online shopping is growing fast (Parcu et al., 2022; Turban et al. 2018). Rogers says true digital change isn't just swapping tools for digital ones. It means rethinking what value you offer customers and how you run your operations. This is true, for services too. Adding a website or online tracking to a service doesn't count as modernization if the core business model is still stuck in the old way of thinking. Real modernization means redesigning the service itself how it's delivered how customers experience it and how money is made. All to fit the world (Rogers, 2016; Campbell, 2023).

2.2.2 from Correspondence Service to an Integrated Service Ecosystem

Moving from a service that focuses on letters to a complete service ecosystem is a major change that is reshaping the postal industry. Postal institutions now work on fronts, including communication, moving documents, e-commerce, logistics, handling parcels, digital platforms and money services. Recent studies in economics say that branching out into many activities is now a must for the financial health of postal institutions especially as old letter mail faces ongoing pressure (Parcu et al., 2022; Pisarkiewicz, 2024). The biggest sign of this change shows up in how postal services work with e-commerce. Postal institutions have access points, sorting and transport centers and delivery tools spread over many regions. These strengths make postal institutions partners, for running e-commerce operations. The postal institution role is no longer limited to delivering parcels. It now covers tracking, handling returns, storing goods delivering in the mile and linking sellers with buyers. The Universal Postal Union's E-Commerce Toolkit

confirms that postal networks can help e-commerce by combining digital, money and logistic services (Universal Postal Union [UPU] 2020; Bichou, 2021).

2.3 Global Changes Influencing the Future of Postal Services

The postal industry is going through changes that are connected and not easy to separate. Digital changes affect how much people send by mail. Online shopping increases the number of packages. This increase in packages makes logistics more important. The use of data and artificial intelligence (AI) helps with sorting, tracking and sending things. So the future of services is not just one thing. It's the result of different things like technology, money and rules (Crew & Brennan 2016; Parcu et al., 2022; Hensher et al., 2021).

First: Digital. Online Transformation. Digital changes have changed what people need from services and how they get them. Online ways of talking have replaced a lot of paper letters. They also gave postal services a chance to offer online services with their physical networks. Rogers (2016) claims that real digital transformations mean forging connections with customers with the help of data and web tools, and discovering completely different ways for additional value. These ideas set the stage for services involved in addressing changing needs (Rogers, 2016; Hwang & Kim 2022). Online transformation has gone beyond just making internal steps digital. It has created a postal system. This system includes websites, online apps, self-service areas, online tracking, digital messages handling complaints, online payments and linking services with online shops. The main trend shows that the future of networks depends on their ability to link physical parts with digital parts instead of keeping them apart (Campbell, 2023).

Second: Online Shopping. Online shopping has become a reason for changing what people need from postal services. Even though digital changes reduced a part of the letter business online shopping increased the need to move goods and packages. Online shopping books say that finishing a deal doesn't end the selling process. The real item still needs to be ready stored, sent, delivered, tracked and handled if its returned. These steps give services a chance to be part of the larger online shopping chain (Turban et al. 2018; Bichou, 2021). Postal services in countries have started to create special online shopping services. This involves payment facilitation, shipping, tracking, returns management and international shipping. According to UPU, post office services are developing into communities where physical delivery, digital tools and finance can be leveraged to provide support for Online Shopping by connecting consumers and businesses to global supply chains and e-commerce platforms (UPU, 2020; Parcu et al., 2022).

Third: More Packages and Shipping. Changes in how people spend money and the growth of shopping have slowly moved the main part of the postal industry from letters to packages. This change affects how postal services work. A package needs sorting, handling, storing, tracking and sending processes that're different from the old letter steps. Special books show that packages have become a way for many postal services to grow, making investment in sorting, sending and final delivery a main part of future plans (Parcu et al., 2022; Christopher, 2016). The UPU also says that the drop in letters goes with an increase in messages that have things a change that is shifting the postal and package market (UPU, 2024).

Fourth: Logistics Services. Postal work is not separate from the transport and logistics world. It's part of a system that handles the flow of goods and information. Christopher says that modern logistics is about managing the flow of materials and information through the process to get quick service and efficient work. From this view postal services have a chance because of their networks and where they are.. Using this chance needs better storage, sorting, transport, sending and final delivery skills (Christopher, 2016; Hensher et al., 2021). The rise of shopping makes this important even more. People don't just look at product quality and price. They also think about how fast it gets delivered how you can track it how flexible the delivery's how easy returns are. How well logistics services work has moved from being about internal work to being a main part of the whole service people get (Christopher, 2016; Bichou, 2021).

Fifth: Financial and Online Services. Adding online services is a way postal services use their networks and where they are. In the past postal services in places were linked to money operations like sending money, payments and collecting. The online change moved these services to online tools and apps. This lets postal services move from in-person steps to a way that works online and in person making it easier for people and building better relationships (Campbell, 2023; UPU, 2024). Financial and online services should not be separate from postal work. Their value grows when they are part of shopping, package delivery and logistics. This shows that postal services are changing from a single service to a larger system that works online and in person (Hwang & Kim 2022).

Sixth: Artificial Intelligence and Automation. The combination of AI and automated tools to work in processes such as helping in the sorting, predicting what people want to make best transport and dispatch plans, find issues, and assist customers. According to Nicoletti, AI in logistics is smart models, predicting, and automating better decisions, working more efficiently and managing supply chains. This reflects the trends in the market, which is investing more in automation and data to make processes faster, more accurate and cheaper (Nicoletti, 2025; Hensher et al., 2021). The value of AI is no longer to replace humans.. It's to share tasks between people and machines so that workers can make decisions and handle more complex steps. Smart changes need to invest in learning, changing jobs and updating work systems at the time as using new tech (Nicoletti, 2025; Campbell, 2023).

Seventh: Smart Tracking. Data has become a part of the new postal business. The purpose is to learn, for each and every frame of collecting, sorting, sending to space, or delivering. By receiving data from every step of acquisition, sorting, sending, and delivery, companies can trace and better work the system to see what you should buy and how you might see changes being made before it happens, which is deconstruction, detection, and action. The digital transformation enables organizations to turn data into a strategic resource that supports value and informed choices, as argued by Rogers. (Rogers, 2016; Hwang & Kim 2022). In this context, there is cutting edge designs of tracking systems which people and postal services are aware when a package is produced and what it experiences as it transits. Current steps are about making tracking connecting data, online systems and the whole supply chain more. This helps with being clear. Makes people trust the service more. Tracking has become a part of modern postal services especially, with more packages and online shopping (UPU, 2024; Pisarkiewicz, 2024).

2.4 Future Directions in the Global Postal Industry

Developments in the postal industry show that the future of the postal industry will not simply be a copy of the old model. The future of the industry will rely on redefining the core job of postal institutions and the main ways that postal institutions create value. A clear trend is turning services into an integrated platform that mixes physical, digital and logistical services while keeping the social duty of making universal service reachable in all regions. Current literature points out that the main challenge for institutions is to balance public service duties, economic survival and the ability to compete in a changing world (Crew & Brennan 2016; Parcu et al., 2022; Gómez-Ibáñez, 2022).

The first major trend is the drop in traditional letter mail while parcel delivery and e-commerce services become more important. The second trend is the growing use of tools, like advanced platforms, mobile apps, electronic services and smart tracking. A third trend is the logistical role of postal institutions turning them from simple parcel carriers into key partners inside larger supply chains and e-commerce ecosystems. A fourth trend is the increased use of intelligence, automation and advanced data analysis in sorting, planning, distribution and customer help (Nicoletti, 2025; Campbell, 2023).

Another key path is reshaping business models. Postal institutions that still depend mostly on letter revenue are finding it hard to keep running. Adding services like parcels, logistics, e-commerce, digital and financial services opens ways for postal institutions to create value and earn money. Success of this change depends on how postal institutions can reuse their branch network, staff and buildings to offer more services instead of seeing them only as tools for old mail jobs (Rogers, 2016; Parcu et al., 2022; Hwang & Kim 2022).

A new trend is integration between postal networks, the big digital world and the digital economy. The next postal institution has to work inside a system that has e-commerce sellers, transport carriers, digital platforms, payment providers and customs and regulators. The ability of institutions to create strong partnerships share data safely and reach technical compatibility will become key to staying ahead along with running well and giving good service (Bichou, 2021; UPU, 2024).

Globally the postal industry is looking for service quality, full tracking and easier connection between networks. The Universal Postal Union is pushing for products and services because the market is moving from letters to parcels and goods and postal institutions must match customs, security and rules. The UPU's vision for the years is focused on digitalisation, new ideas, e-commerce help and rebuilding the network's economic role. The Global Postal Sector Report 2024 offers a long-term view. Says the postal industry will stay alive only if it can reinvent itself while facing digital change and new trade patterns (UPU, 2024; Pisarkiewicz, 2024).

These changes show that the global postal industry is shifting from a mail carrier to a multi-service platform that links digital messages with real-world, logistical and business flows. This shift is the yardstick for judging Libya Post Company's state and plans. Checking Libya Post Company's readiness, for the future should look beyond its mail services. It should also look at how Libya Post Company can build a digital and logistical system answer the rise of e-commerce use data and artificial intelligence keep high service quality and tracking and fit in with the worldwide postal network (Al-Senussi, 2023).

Section Two: The Universal Postal Union and the International Framework for Postal Services

2.5 The Universal Postal Union: Origins and Role

The Universal Postal Union (UPU) is the prevalent international institutional framework managing international postal cooperation between countries. It was founded in 1874 under the Treaty of Bern, and in 1878, it adopted its present name. Its importance lies in the establishment of common rules that facilitate regular cross-border postal exchanges and enable the national interconnection of networks within an integrated international postal territory. The evolution of its role beyond the regulation of correspondence exchange led to the conciliation of the postal sector's development with the existing transformations of the economic and technological aspects of services models of the postal institutions (Codding, 1964; UPU, 2024). Now, the UPU plays a role in enhancing readiness of the postal sector to evolve along with digitalization, e-commerce, and end-user expectations. Thus, the Union has now become a player in maneuvering international postal policies, formulating standards, encouraging technical cooperation as well as modernization of networks and services, but also preserve the economic and social aspects of postal services in the digital age (UPU, 2025; Gómez-Ibáñez, 2022).

2.6 Member States' Commitments and Postal Service Requirements

Being part of the Universal Postal Union means more than being part of international cooperation. 2.6 Member states have to follow a set of rules and standards that control postal services. These rules are about making sure that packages move regularly offering services that are good enough and easy to use and following shared rules for postal exchanges. This setup is very important for countries that depend on a postal institution that has the duty to provide

universal service because their ways of running things must match the international rules (Parcu et al., 2024; Gómez-Ibáñez, 2022).

Current books say that the idea of having a postal service is not just about keeping a traditional system for sending letters. It has become about the ability of the company to give services that are financially strong handle changes in demand and adjust to more packages and online shopping while still keeping the social part of the service. Looking at the duties of providing service has therefore become more linked to changes happening in the digital, financial and operational areas of the business (Parcu et al., 2024; Pisarkiewicz, 2024).

2.7 The International Strategy of the Universal Postal Union

The Universal Postal Union's International Strategy 2026–2029 is the plan that helps guide the development of the postal sector in the next years. It was accepted by member states during the Universal Postal Congress in Dubai in 2025. The strategy is based on a goal that's about creating a connected inclusive, sustainable and innovative postal network and changing how the postal sector is seen as part of the digital economy not just a way to send letters (UPU, 2025).

The strategy focuses on three things that are connected: making the rules-based international postal system stronger building a better global postal system through new ideas and helping trade and communication and helping postal development through working together and being part of regional groups. These points are important for member states because they set product upgrades, better networks, better quality, digital changes, security and new services as parts of what the postal sector will focus on from 2026 to 2029 (UPU, 2025; Pisarkiewicz, 2026).

2.8 International Requirements for the Development of Postal Institutions

Digital changes are making postal companies look again at how they run their businesses especially because there is need for sending letters and more need for packages and online shopping services. So modern postal companies are getting varied models that mix postal, delivery and digital services while also investing in their buildings, data and new ideas. This shows that the future of a company depends on how well it can change its business model not just on making existing services better (Crew & Brennan 2015; Hwang & Kim 2022).

In this situation some basic international needs appear: updating buildings making services better creating better ways to track packages improving how packages are handled adding online shopping features expanding digital services and building the ability to be creative and react to changes in demand. Money and being good for the environment are also becoming more important for making sure that postal service networks can keep working and meet their duties in a world that is changing fast with new technology and markets (Pisarkiewicz et al., 2026; World Bank, 2023).

2.9 Digitalization, Innovation and Sustainability in the Postal Sector

Digital changes have become one of the reasons for changing how postal services work. Technology is no longer a way to make internal work better. It has become the base for creating products, better ways to deliver them and better experiences for customers. This includes websites, tracking systems, data tools, auto work and smart machines along with more connected solutions for online shopping and delivery (Hwang & Kim 2022; Nicoletti, 2025).

Recent changes also show that combining changes with green changes is needed, which means postal companies must make their delivery networks work better leave less of an impact on the planet and find better ways to deliver packages to peoples homes. A postal company that wants to stay competitive in the future must balance service working well being creative and being good for the environment (Pisarkiewicz et al., 2026; OECD, 2023).

2.10 Implications of the International Framework for Postal Services in Libya

The plan that was talked about earlier shows that developing postal services in Libya should not just be about fixing traditional services. It needs to move towards a system that has many different parts, including postal services, packages, delivery, digital tools and ways to help online shopping. This change is very important because the Universal Postal Union is focusing

on making the postal network a partner for online shopping and giving services that are good for customers (UPU, 2025; Al-Senussi, 2023).

Looking at the plan of Libya Post Company must be based on how it can answer these needs not just on how many traditional services it offers. This includes looking at how ready the company's for digital changes how well it handles packages and delivery how it joins online shopping how good its services are, how creative it is, how efficient its buildings are and how well the company can make the changes happen. This plan gives a base to move in the next chapter from the international needs to looking at the current situation and plans of Libya Post Company finding the gaps in the strategy and then creating future paths for postal services up, to 2030 (El-Mabrouk, 2022; Al-Senussi, 2023).

Section Three: Strategy in Postal Institutions

2.11 Strategic Management in Postal Institutions. Management in postal institutions is becoming more important because transformations have changed the sector and how it creates value. Postal strategy is no longer about keeping traditional operations busy. It is now about redefining institutions' place within a wider ecosystem that contains digital communications, e-commerce, logistics services and digital platforms. Strategic management in institutions therefore needs to set long-term direction assess resources and capabilities study the external environment and guide decisions and investments toward the areas that can bring sustainability and growth (Crew et al., 2017; David & David 2017). This focus is especially important for institutions because some old services are shrinking while parcel and delivery services keep growing. Strategy must balance keeping the service's public role with creating new value and money sources. Specialized literature shows that digital changes and new rivals force operators to rethink their strategies the services they provide and how they invest in networks and assets (Crew et al., 2017; Campbell, 2023). From this view strategic management in institutions is more than just making operational plans. It is about building institutions' ability to adapt respond quickly and shift direction when the environment changes. The success of strategy in institutions depends on turning external changes into chances for new services instead of seeing them only as dangers (David & David 2017; Hwang & Kim 2022).

2.12 Strategic Transformation and Postal Business Model Development. Strategic transformation means postal institutions move from a model that mainly depends on mail and old services to a varied model where parcels, logistics, digital solutions and e-commerce are key parts of work. This does not mean postal institutions stop mail The idea is to put action against an increasingly volatile and adaptable demand and usage patterns by businesses (Teece, 2018; Hwang & Kim 2022).Business model development in institutions usually starts with the basics: what value is conveyed to customers how the services are delivered, where revenue comes from who partners with whom the infrastructure used and what skills exist at a technical and organizational level.. The sector literature says that digital change and new online rivals have made rebuilding the business model as the focus moves from letters, to parcels e-commerce and extra services (Crew & Brennan 2015; Teece, 2018; Bichou, 2021). For institutions successful strategic transformation is not about putting new technology into old work. Postal institutions need to rethink how postal institutions connect with customers, partners and the market. In this model digital platforms, electronic tracking, data analysis, automation and ties with e commerce and logistics firms are components of the business model; the components are not tools (Teece, 2018; Campbell, 2023).

2.13 Foresight: Investigating What May Be Down the Road; While forecasting embraces one future, foresight embraces that there may be more than one next. Foresight assesses how shifts to conditions, trends, and human decisions could lead to many different possibilities it also looks at what the possibilities are. Strategic foresight in institutions depends on watching changes spotting forces that matter finding chances and dangers and building scenarios that help postal institutions make better decisions for what may come (Wilkinson & Kupers 2014; MacKay & McKiernan 2018). Foresight is more useful in places that face technology and economic change such as

services. Shifts in how people use communication the rise of e commerce, new AI and automation and changing demand make it hard to plan from what's happening now. Scenario thinking allows the postal service to test their decisions on paths rather than expecting that the ground will stay put (Wilkinson & Kupers 2014; MacKay & McKiernan 2018; El Mabrouk, 2022). For institutions, strategic foresight shifts institutions from planning around a set future, into preparing for many scenarios. Foresight helps postal service anticipate facing changes, make moves at right time, and develop strengths to cope with variable approach into various possible future paths (MacKay & McKiernan 2018; Al Senussi, 2023).

2.14 Change Drivers, in the Postal Services Sector. The future of services is shaped by many drivers that work together. A mix of demand, business models and work style changes. The biggest movers in change fall into four categories:

1. Drivers: digitalization, artificial intelligence, automation, data analytics, Internet of Things tracking systems and digital platforms.

2. Market Drivers: e-commerce growth is increasing the demand, for parcels.

Boosting customer expectations for speed, transparency and ease of service access.

3. Economic and Regulatory Drivers: sustainability, new competition rules, market regulation and pressure, on financing the postal service.

4. Environmental and Social Drivers:

Reducing emissions, transport efficiency change in consumer behavior and rising services and social inclusion. Recent developments demonstrate that change does not have to be tied to one thing or impact. An example is digital transformation which is changing what people want and interference that requires each element of the supply chain. It also changes the competition and will force other customer behavior changes through changes to regulations which are influenced. Network redesign is also required with who and environmental antecedents whether parcel and e-commerce (Parcu et al., 2023; Hensher, et al., 2021). Slow or in which these changes are going to happen is uncertainty Technical advances can outpace institutions by leaps of years and sudden changes in demand and rules may change. Postal strategy must not rely on one prediction. It must be based on the ability of the institution to adapt to possible futures (Wilkinson & Kupers 2014; MacKay & McKiernan 2018).

2.15 Future Scenarios as an Approach to Freighting the Postal Sector. Future scenarios enable the conversion of possibilities about what is to come into alternative narratives that people can review next to one another. These futures are not predictions, but rather a development of plausible futures out of the forces of change, trends, uncertainties, and contexts that surround us now. These visuals available for managers to evaluate their strategy and identify the decisions that might have the best chances across several possible futures (MacKay & McKiernan, 2018; Wilkinson & Kupers, 2014). In the world scenarios can be built around how well the institution reacts to global and tech changes. From this study three main scenarios can be used:

• Scenario of Limited Continuity: the institution keeps traditional services with few operational upgrades leaving a lasting gap from global progress.

• Scenario of Gradual Transformation: a shift to digitalization and growth of parcel, logistics and e-commerce services still facing some institutional and technical limits.

• Scenario of Integrated Smart Postal System: the institution turns into a digital and logistical network tied to e-commerce using data, automation and artificial intelligence giving customers a better experience and higher efficiency and sustainability. The last scenario is not a certainty. It is a goal that can be checked against the real situation and abilities of Libya Post Company. Thus the scenarios link to the practical part of the study. In the following chapter the change drivers that matter to Libya will be found the gap between today and global standards will be. The scenarios will be compared to pick the best route, to 2030 (MacKay & McKiernan 2018; Al-Senussi, 2023; El-Mabrouk, 2022).

Conclusion

The research concludes that the future of services in Libya is closely tied to Libya Post Company's ability to move from a traditional model that focuses on basic postal services to a more integrated model that answers global changes reshaping the sector. The analysis shows that technological progress, growth of e-commerce, the rising importance of parcels and logistics services and changing expectations of customers are no longer outside factors; instead these are now essential drivers of the future health and growth of postal institutions. The research also points out that international commitments and standards set by the Universal Postal Union (UPU) require institutions to raise service quality speed up digitalization make networks more efficient offer more products and boost innovation matching the quick changes in how postal operations work. Therefore the success of Libya Post in the phase will not be judged only by Libya Post Company's skill to keep current services running; it will also depend on Libya Post Company's ability to turn its resources, network and knowledge into new skills that satisfy the needs of the digital economy. Strategic analysis shows that Libya Post Company's preparedness for the future relies on a group of linked factors, the most important of which're infrastructure, technology skills, efficient people organizational flexibility, development of logistics services and the ability to take advantage of e-commerce chances. The difference between today's situation and what modern postal services need is not due to one cause; the difference is the result of a complex mix of operational technical organizational and market aspects. Fixing this gap needs a strategic direction instead of separate projects. After looking the analysis became clear that Libyan postal services could take several routes. One route keeps the model with only small operational changes. The other route slowly moves toward digitalization, parcels and logistics services. The Integrated Smart Postal System scenario is the route that best meets trends and the needs of the next phase. Choosing this scenario does not mean this scenario will happen automatically. This scenario requires setting up the conditions by investing in digital and logistics infrastructure developing people's skills innovating business models expanding partnerships and improving the customer experience. Therefore the research says that planning for the future of services in Libya until 2030 must move beyond just predicting changes. This plan must become a plan that builds readiness for those changes. The success of this plan depends on Libya Post Company's ability to manage change and in order to match Libya Post Company's goals, with UPU commitments and to use the opportunities offered by digitalization and e-commerce while also taking into account Libya's specific conditions, strengths and limits. So postal development becomes a part of a wider effort to modernize public services and boost Libya's logistics and digital infrastructure not just an upgrade of a traditional service.

Research Results

1. The analysis identified the following three transformations the shaping the future of postal services: service delivery in digital format, the increase of online shopping and the merger of parcel handling and logistics. . These transformations show that the importance of operators is becoming more about how well they link traditional postal work with online channels and combined delivery services. For Libya Post Company this means that the future development of its service portfolio should be looked at in terms of how easy it's to use online services how many parcels it can process, how well it works with logistics and how quickly it can change to meet new needs instead of just keeping old services.

2. This examination found that the Universal Postal Union (UPU) offers two postulating models for explaining postal progress: legal duties that need to be fulfilled and strategic objectives at a higher level. However these two aspects are totally unrelated. The legal duties must be checked for legality. Who must do them while the strategic goals give ideas for upgrading and planning for the future? Libya Post can only get benefit from the UPU rules if it turns those duties and goals into tasks, actions and ways to track progress.

3. The assessment framework says Libya Post needs to check four linked areas: its everyday systems, its parcel and logistics skills, its people and organization strength and how it manages performance. Looking at each area would miss the picture because problems in one spot can stop gains in another. So the study says Libya Post must write down what it already has – services, systems, resources, results – before it can say how ready it is for change.
4. The comparison tool points out four areas to check for gaps: digital integration, logistics growth organizational strength and measuring performance. The main question is not just if Libya Post can do services but if its written skills can back up long-term, combined service growth. So the gap check must show if there are problems some match, clear match or missing evidence. This helps avoid thinking a skill is missing just because it is not written down.
5. The study says Libya Post needs a plan that connects UPU rules and strategic goals with day-to-day programs and clear numbers. Digitizing, parcel work building people skills and checking service quality must all be seen as parts of one change, not jobs. Setting starting numbers and giving duties will let Libya Post see how it moves, spot problems and adjust goals when things change.
6. The scenario study looks at three paths: Limited Continuity, Gradual Transformation and the Integrated Smart Postal System. Limited Continuity is a backup to see what happens if Libya Post does not adapt enough. The Integrated Smart Postal System is the long-term plan because it ties together digital services, parcel work, logistics and performance. Gradual Transformation is more doable letting steps happen as Libya Post checks needs has resources and can handle it. So the strategy is to aim for the integrated model as a long-term goal. To get there by gradual steps toward 2030.

Discussion of Results

1. Global. Their implications for Libya Post. The findings match what other studies say about postal services moving from old ways to digital, parcel and logistics tied to online shopping. In Libya this change is more than just new tech. It also depends on having infrastructure linking systems and being able to give reliable services in places, with different levels of ability. So copying ideas into Libya Post needs to fit the local situation, resources and rules not just copy a ready model.
2. The relevance of UPU requirements and strategic directions. UPU results show that UPU must be clear about the difference between the commitments that apply and the strategic directions that UPU gives for the sector. This difference matches the need to keep the rules that must be followed separate from the ways of running institutions. In Libya UPU is especially important when turning rules into day-to-day plans that fit the skills of the organization and the money it has. Relying on global trends to show how ready or compliant Libya is not enough unless UPU has real documents and clear numbers that prove it.
3. Libya Post's readiness for transformation. The results show that Libya Post's readiness cannot be decided by looking at a few technical services or systems. Libya Post must also look at how its digital structure, its delivery operations, its people and its strategic plans fit. This idea matches the research that sees change as a whole change inside an organization not just a new piece of technology. We can still say how ready Libya Post is only if we have real records that show its systems, its people and how it works. So when Libya Post sees problems it must use evidence not guesses made from the postal world in general.
4. Strategic gaps in the context. The results point out that the places where Libya Post may not match UPU's plan are around digital connection, delivery growth how strong the organization is and how it measures success. These points become very important in Libya because making technology better needs money, good teamwork inside the organization smooth work and steady service. Not all of these points are proven problems. They are simply areas where we need documents to see the truth. This resolves the question between two worlds: problems

where we are able to prove only a part of the problem is aligned and where we do not yet have enough information to determine a solution.

5. Strategic priorities. The results allow Libya Post to choose a course that links plans with real programmes and numbers than can be verified instead of treating digitization, delivery people skills and service quality projects as separate initiatives. This way Libya Post can order its actions based on what's really needed and what money and help it has and it can set who does what and when. When Libya Post has data it can use numbers that show how many people use services how fast parcels are processed, if deliveries finish on time and how happy customers are. Those numbers will move Libya Post from setting aims to watching real progress.

6. Future. The preferred strategic pathway. Comparing futures shows that if Libya Post keeps the old way it may not be able to meet the new international changes while a smart postal system gives a clearer picture of the future.. Whether Libya Post can do this smart system depends on how much money it has how strong its teams are and how well it can mix technology and delivery work. So a slow change is the first move aiming to finish a smart postal system by 2030. This idea is a suggestion, not a guaranteed prediction unless Libya Post can back it with starting data, detailed plans and regular checks.

7. Overall. Contribution of the findings. Together the findings show that the future of services, in Libya relies on how international changes, UPU duties and Libya Post's ability to carry out a clear change plan all fit together. The main help of this study is to link these parts through a document-based review and several possible futures. Of thinking that global trends will automatically give Libya the same results the study shows the conditions that Libya Post should look at before deciding on a plan. The result is that Libya Post's shift should be guided by evidence, duties, numbers that can be checked and step-by-step action until 2030. The strength of this answer comes from its logic but it will only work if Libya Post can get its own documents and keep watching how it goes.

Recommendations

1. Reconstruct the direction of Libya Post Company: shift gradually from a traditional postal model to an integrated mix of postal, digital, parcel and logistics services.

O Responsible entity: Board of Directors and executive management.

O Timeline: 2027.

O Performance indicators: approval of the roadmap; completion of the baseline assessment; percentage of planned milestones achieved.

2. Implement a digital transformation plan: digitize key processes create parcel-tracking systems, link branches and operational units and grow electronic services.

O Responsible entities: IT, postal operations and planning units.

O Timeline: 2027–2028.

O Performance indicators: percentage of branches; percentage of tractable consignments; number of operational electronic services; system availability.

3. Develop parcel, delivery and logistics services: build partnerships with e-commerce platforms and private logistics providers improve delivery processes and expand services based on market needs.

O Responsible entities: logistics and operations units.

O Timeline: 2028–2029.

O Performance indicators: parcel volumes; on-time delivery rate; delivery time; number of active partnerships.

4. Strengthen resources and organizational capabilities: provide specialized training in digital technologies, logistics, data management and service quality review procedures and assign responsibility for transformation projects.

O Responsible entities: Human Resources and executive management in coordination with IT and operations.

O Timeline: 2027–2029.
O Performance indicators: employee training rate; competency-assessment results; percentage of projects with designated managers; completion of approved improvements.
5. Establish a framework to meet UPU requirements: identify which international obligations apply, separate those from recommendations assign compliance duties and conduct regular performance reviews.
O Responsible entities: management, planning and legal units and relevant governmental authorities where applicable.
O Timeline: 2027–2030.
O Performance indicators: percentage of requirements reviewed; completion rate of compliance actions; frequency of performance reviews; percentage of corrective actions completed on schedule.
6. Implement a staged move to an integrated postal system: priorities infrastructure and core digitalization, grow parcel and logistics services then add advanced data analytics and artificial intelligence only when operational needs and available resources permit.
O Responsible entities: management, IT and data teams and postal operations.
O Timeline: 2027–2030.
O Performance indicators: degree of integration between digital systems; number of successfully implemented development initiatives; documented improvements in operational efficiency and service quality.
7. Establish a system to monitor implementation and accountability: form a transformation team assign responsibility for each initiative carry out progress reviews and adjust priorities based on documented results and available resources.
O Responsible entity: management with periodic oversight by the Board of Directors.
O Timeline: 2027–2030.
O Performance indicators: quarterly reports produced; percentage of milestones achieved; actions completed; annual performance assessment against established targets. Implementation note: Set targets only after recording Libya Post Company's baseline performance. Confirm the proposed responsibilities and timelines, against Libya Post Company's organizational structure, approved plans and available resources.

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