### Figures

1.1 The product as the conjunction of characteristics and competences 37  
2.1 The layers of innovation in services 55  
4.1 Price trends: auto repair and maintenance vs. auto insurance vs. CPI, 1948–1992 88  
5.1 CO$_2$ emissions by sector, France, 2005 95  
5.2 28 OECD and EU countries: share of services in employment and CO$_2$ emission, per capita, 2003 96  
5.3 28 OECD and EU countries: share of services in employment and ecological footprint per capita, 2003 97  
5.4 Index of employment variations by sectors in France 101  
5.5 Household consumption index, France 101  
5.6 Evolution of GDP and of indicators of environmental pressure (1970–2004) 103  
5.7 The evolution of transport and communication (1800–2000) 104  
6.1 Multi-agent framework of co-evolving service characteristics, competences and preferences 134  
6.2 Interaction between SCDT and MMU in the co-production of the patient-centred education programme 143  
7.1 The relation between private R&D expenditures and scientific productivity 171  
11.1 Performance, SPOTS model, environmental and national context 252  
11.2 Context and performance: USA top, UK bottom 265  
13.1 Factors driving the growth of services 303  
13.2 Changes of the role of the customer in service production and innovation 313  
14.1 Overview of the database 328  
15.1 Distribution of cases and total service business population by member states 354  
15.2 Distribution of cases by sector 355  
15.3 Cluster of service sectors differentiated by knowledge regimes 357  
15.4 Importance of different protection instruments differentiated by clusters 359
16.1 The employment impact of innovation at a firm level 380
17.1 Relative importance of the various types of regulation 408
17.2 Changes in degrees of regulation between 1978 and 1998 409
17.3 Strictness of employment protection and legislation, 1988–98 410
19.1 Shares of innovation expenditure by sector, UK 455
19.2 Market-creating service innovations 462
19.3 Elements of experiential service design 463
19.4 Growth of Starbucks stores, 2002–07: United States and international 464
20.1 Characteristics of services outsourced/offshored 474
20.2 Offshored projects by different business functions 475
21.1 Assets explaining competitiveness of French firms according to whether they export services or manufactured goods 513
21.2 Assets explaining competitiveness of innovative French firms according to whether they export services or manufactured goods 514
21.3 Global international dynamism according to network, ICT and firm’s size 522
22.1 Activities in standardisation 540
22.2 Relevance of standards for different service-related aspects 541
22.3 Average use of standards types 542
23.1 Distribution of the innovation expenditure, by type of enterprise, EU-15, 2000 554
23.2 Proportion (per unit) of enterprises involved in innovation cooperation and enterprises with innovation activities, EU-27, CIS-4 556
23.3 Proportion of enterprises involved in innovation cooperation, by partner, national level, 2002–04, EU-27, CIS–4 558
23.4 Proportion of enterprises involved in innovation cooperation, by geographic scope, 2002–04, EU-27, CIS-4 562
23.5 Proportion of service enterprises involved in innovation cooperation, by geographic scope and European countries, 2002–04, CIS-4 564
24.1 Percentage share of companies purchasing business services 575
24.2 Pathways of innovation 579
24.3 Functional phases of services 580
26.1 The rationale for a service innovation policy 637
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>26.2</td>
<td>Share of firms receiving public funding for innovation by economic sector</td>
<td>639</td>
</tr>
<tr>
<td>27.1</td>
<td>The innovation gap and the innovation–performance relationship</td>
<td>667</td>
</tr>
<tr>
<td>27.2</td>
<td>Innovation gap, performance gap and innovation–performance relationship</td>
<td>668</td>
</tr>
<tr>
<td>28.1</td>
<td>Different types of service and manufacturing encapsulation</td>
<td>687</td>
</tr>
<tr>
<td>28.2</td>
<td>The elements of a manufacturing value chain</td>
<td>691</td>
</tr>
<tr>
<td>28.3</td>
<td>The services duality: production- and product-related services</td>
<td>693</td>
</tr>
<tr>
<td>29.1</td>
<td>The tangible products–services continuum</td>
<td>703</td>
</tr>
<tr>
<td>29.2</td>
<td>Product services’ strategic roles</td>
<td>705</td>
</tr>
<tr>
<td>29.3</td>
<td>Different types of bonds</td>
<td>709</td>
</tr>
<tr>
<td>30.1</td>
<td>The two dimensions of the design process: C and K</td>
<td>728</td>
</tr>
<tr>
<td>30.2</td>
<td>Organizing the exploration of a field of innovation: the example of automobile telematics services</td>
<td>736</td>
</tr>
<tr>
<td>30.3</td>
<td>Potential areas for front-office innovation</td>
<td>738</td>
</tr>
</tbody>
</table>