## Contents

<table>
<thead>
<tr>
<th>List of contributors</th>
<th>vii</th>
</tr>
</thead>
<tbody>
<tr>
<td>List of sponsors</td>
<td>xi</td>
</tr>
<tr>
<td>Foreword: Enduring questions and some lessons from practice</td>
<td>xii</td>
</tr>
<tr>
<td>Joëlle Toledano</td>
<td></td>
</tr>
<tr>
<td>Preface and acknowledgements</td>
<td>xvi</td>
</tr>
</tbody>
</table>

1. Access and the USO under full market opening  
   *Michael A. Crew and Paul R. Kleindorfer*  
   1

2. Access to infrastructure and service elements in the postal sector  
   *Alessandra Fratini, Bernard Roy and Joost Vantomme*  
   22

3. National regulation of postal services under the 2008 EU Postal Services Directive  
   *Richard Eccles*  
   38

4. Abuse of dominance in the postal sector: the contribution of the Guidance Paper on Article 82 EC  
   *Damien Geradin and David Henry*  
   53

5. The Altmark ruling and approaches to measuring efficiency of postal operators  
   *Vincenzo Visco Comandini, Adolfo Consiglio, Stefano Gori, Emiliano Piccinin and Maria Rita Pierleoni*  
   70

   *Bénédicte Bouin, Nicolas Curien and Guillaume Lacroix*  
   85

7. Some dynamic models for mail demand: the French case  
   *François Boldron, Catherine Cazals, Jean-Pierre Florens and Sébastien Lécou*  
   99

8. Forecasting mail volumes in an evolving market environment  
   *Frédérique Fève, Jean-Pierre Florens, Frank Rodriguez and Soterios Soteri*  
   116

9. The effect of falling volumes on traditional efficiency analysis  
   *Greg Harman, Wim Koevoets, Alejandro Requejo, Erik van der Merwe and Navin Waghe*  
   135

10. Economies of scale and scope and opening hours in post offices and agencies  
    *Massimo Filippini, Martin Koller and Urs Trinkner*  
    149

11. Welfare and profit implications for changes in service specification within the universal service  
    *Philippe De Donder, Helmuth Cremer, Paul Dudley and Frank Rodriguez*  
    161

12. An operational measure of the cost of universal service as cross-subsidy  
    *Margaret Cigno, Diane Monaco and Edward S. Pearsall*  
    181

    *Michael D. Bradley, Jeff L. Colvin, Norma B. Nieto and Daniel J. Tobias*  
    204
Funding the cost of universal service in a liberalized postal sector
Claire Borsenberger, Helmuth Cremer, Philippe De Donder, Denis Joram and Bernard Roy

Cross-country comparisons of optimal mail delivery frequency
Claire Borsenberger, Denis Joram, Clément Magre and Bernard Roy

The cost of the USO in the United States
Robert Cohen, Charles McBride and John C. Panzar

Universal service auctions in liberalized postal markets
Joan Calzada, Christian Jaag and Urs Trinkner

A team of rivals: collaboration between United States Postal Service and UPS
Paul C. Smith and Paul E. Vogel

Customer satisfaction models for Itella’s business customers
Leeni Kiiikkilä

Postal product innovation using EPPML
Leon A. Pintsov and Andrei Obrea

The environmental impacts of the US mail: initial life cycle inventory model and analysis
Lawrence G. Buc, Peter A. Soyka and Sander S. Glick

Determining the impact of shape and weight of mail items on manual processing costs: an experimental approach
Stéphane Bernard, Caroline Gomez, Lise Martin and Bernard Roy

Assessing the cost of capital for USPS in Europe: a practical approach
António Manuel Amaral, Paulo Louro, Carla Mota and João Cristovão

Historical development of a Universal Service Obligation in the United States
James I. Campbell Jr.