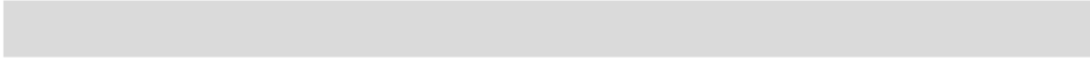


How would you describe the principal motives of your service offerings? (select all that apply)

2015



'Shutting out' competition	33%
Improved business intelligence and customer feedback	36%
Increased revenue through service offerings	44%
Improved profitability through provision of added-value services	46%
Improved competitiveness through faster product development	26%
Improved competitiveness through closer cost monitoring and management	15%

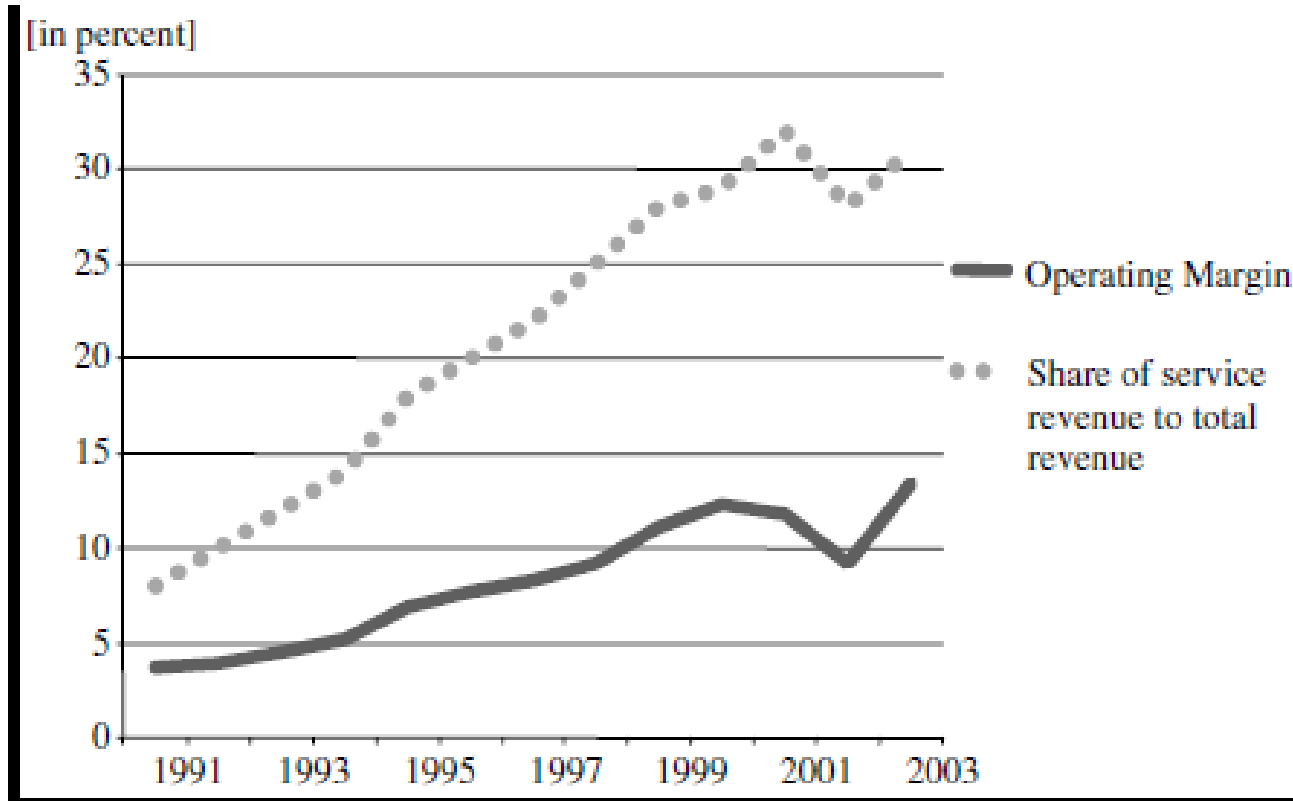


Figure 2 Example of the Financial Benefit of an Extended Service Business in Manufacturing

Source: Gebauer, H., Fleisch, E. & Friedli, T., 2005. Overcoming the service paradox in manufacturing companies. *European Management Journal*, 23(1), pp.14–26.

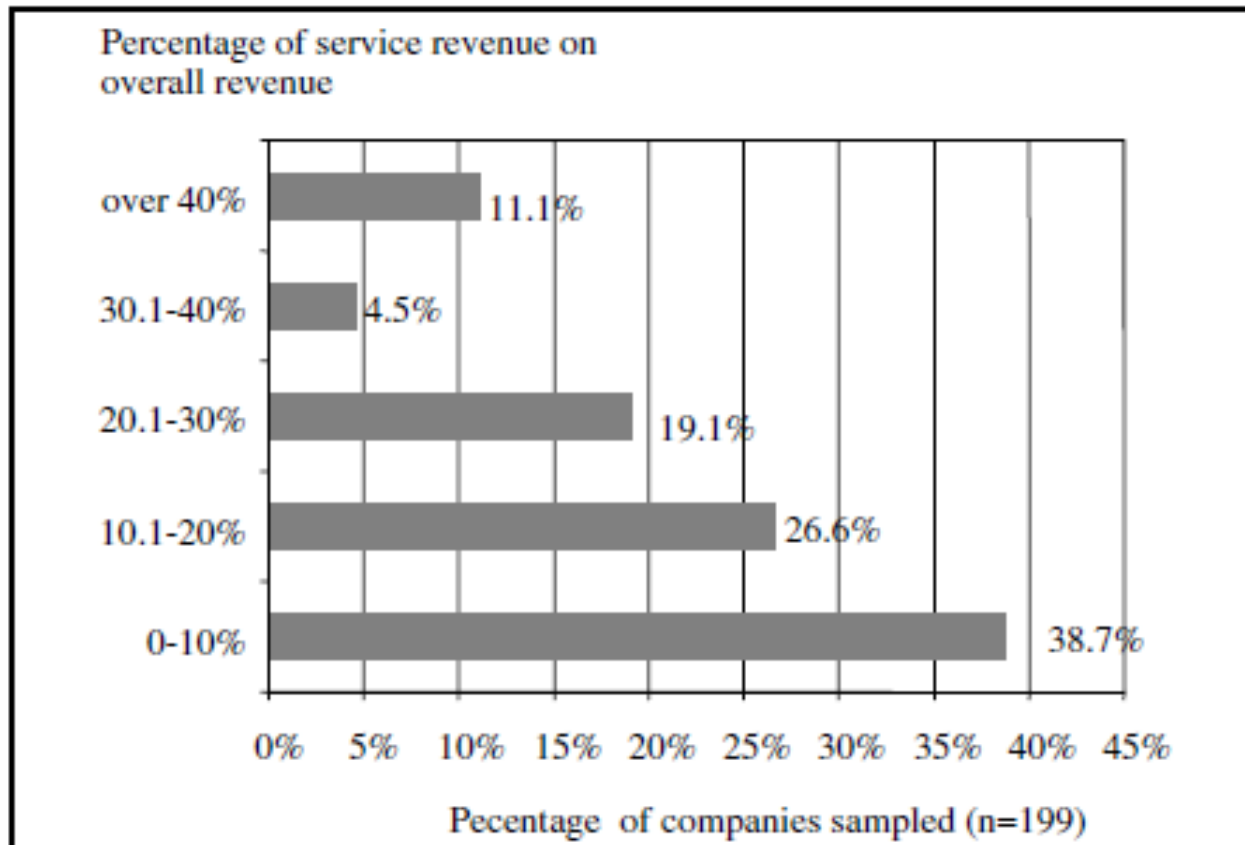


Figure 3 Service Revenue in Manufacturing Companies

Source: Gebauer, H., Fleisch, E. & Friedli, T., 2005. Overcoming the service paradox in manufacturing companies. *European Management Journal*, 23(1), pp.14–26.