

Table of Contents

Table of Contents	ii
List of Figures and Tables	v
Executive Summary	vii
Preface	ix
Chapter 1 - Introduction	1
What Is Remanufacturing?	1
What Is Not Remanufacturing?	4
What May Be Remanufacturing?.....	4
Why the Definition of Remanufacturing Matters	5
Chapter 2 – What We Have Learned Since <i>Anatomy of a Giant</i>	7
Size of Industry Overestimated, Scope of Industry Underestimated	7
Maintaining a Database is a Demanding Task.....	8
Complexity Reigns. No Single Business Model.....	8
Number of Firms Appears to Be Declining	9
Remanufacturers Live With A Quality Paradox	10
Few Spokespeople for Remanufacturing	11
Internet Is Used Extensively	12
Chapter 3 – Operational Problems, An Overview	13
Core Supply	14
Core Policies	17
Core Management Uncertainties and Costs	19
Production Operations	21
The Workforce	25
Suppliers	26
Chapter 4 – Strategic Considerations	29
Entry Strategy and Market Development.....	30
The Remanufacturer’s Value Proposition.....	38
Company and Product Identity	41
Dealing With Competition.....	43
Growth Strategies	51

Table of Contents

Chapter 5 – Company Profiles.....	53
Aftermarket Technology Corp.	57
Bandag, Inc.....	63
Brithinee Electrical.....	69
Caterpillar Inc.....	75
Clarity Imaging Technologies	83
MF&B Restaurant Systems	89
Paradigm Services LP	95
Appendix A – Product Areas (SIC Categories) In Which Remanufacturing Occurs	99
Appendix B – Remanufactured Product Return Loops	103