EMD Millipore: Europe Take Back and Mail Back Program Strategy

Help EMD Millipore think and strategize about expanding its US Take Back and Mail Back recycling programs to Europe.

- Interviewed and researched European recycling companies on regulations and take back and mail back services.
- Conducted stakeholder workshops to identify habits of thought, obstacles and expectations.
- Interviewed US pilot participants and EU customers to inquire into program interest and willingness to pay.
- Built a financial model and did a SWOT analysis to serve as artifacts for feasibility discussions.
- Mapped implementation options.
- Agreement on a single expansion option, and collective appreciation of challenges and risks.
- New ideas on incentives to enhance engagement and recycling rates.
- Shared vision on complexity and interdependency of recycling industry.
- Expansion of mental models from cost neutrality to systemic benefits of recycling program.

Bumps in the Road

- US recycling program still in pilot stage, thus cannot stand as an example for Europe.
- First-of-a-kind program for the industry makes it difficult to benchmark.
- Project economics were not clear and sales/financial data was not easily accessible.
- Conflicting diagnoses on why a previous attempt in Europe failed.
- Neither customers nor EMD are willing to pay for the project even though they want the sustainability benefits.

Tasks and Activities

- Interviewed and researched European recycling companies on regulations and take back and mail back services.
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Potential Clients

<table>
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<tr>
<th>Client Base for MM Recycling Program</th>
<th>Adoption Rate</th>
<th>Revenue</th>
<th>Profit</th>
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Recycling Market Attractiveness

- Revenue
- Profit

Investment

- Competition (New Entrant(s))

Program Enhancement

- People, Tech, Process
- Customer Service
- Rebate Program

Recycling Vendor Services

- Effective/Simple Process
- Clients’ Sustainability Goals

Impact of Competition

- Product Improvement
- Client Loyalty
- Leveraged Recycling Program

Mission Objective

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