**Interview – Navigating the Remanufacturing Trilemma:
Balancing Customer, Manufacturer, and Lawmaker Interests**

Interviewee background

Date: 12.02.2024

Time: 13:30-14:30

Business Area: Remanufacturing (Automotive Supplier)

Occupation: Chief Technology Officer

Professional Experience: 24 years

(State) subsidies and incentives

Support is limited for a remanufacturing company to establish a new site or factory. Remanufactured products are not that much incentivized right now. Customers and Manufacturers sure like some support and incentives to promote remanufactured products. This also would support companies in transitioning. Legislators might be in favor of subsidies because there is political will in many countries of the EU.

Branding and (Intellectual) property

Legislators and manufacturers are obligated to protect IP. Especially remanufactured products need to be identifiable as a remanufactured product. Customers want to be informed.

Circular/Sustainable business models

Customers would like to have different options and would like to be able to choose the most fitting one. Linear manufacturers need effort so adapt to new business models but when a customer requests certain sustainable features, the market should comply. Legislators don't really care about what business model is used.

Compliance with Regulations

In B2B there is a necessity to comply with regulations. In B2C it's more of a nice to have. A Supplier must comply because of their customers (OEM) requirements. Legislators are writing their will into regulations. Classical manufacturers are at risk of losing their business.

Data Handling

It's about business security and for manufacturers it's a necessity. The Customer, especially in B2B, also cares about security and data flow. Legislators are driving data security with legislation.

Information Transparency

For a manufacturer this can be an obligation but also be offered as a service to a customer. Remanufacturers want to deliver as much information as possible. For example, carbon footprint can be used to market sustainability efforts. Customers request as much information as possible. Legislators demand that manufacturers provide certain information regarding traceability or environment. This can be conflicting when critical information must be shared but for remanufacturers this is additional value to their customers. OEMs are not likely to want to share.

Process Design

Manufacturers benefit greatly from savings. CIP to reduce any type of waste. A customer values this still, but it might impact on the pricing. Legislators also want reduced emissions and should be more involved and promote more visibility for environmental impact of redesigned processes – maybe as waste per part.

Product Characteristics

Legislation should do more but now they are indifferent, but to drive a change more directives should be given. A good example is the right to repair. Remanufacturers value this highly because this is a core part of the business. Customer (B2B/B2C) is still mostly price driven.

Product Design

Remanufacturers need designs catering to their core business. The classical OEM already designs for repairability for example in the automotive industry. Customer benefits from sustainable product designs. Legislators already use regulations to e.g. forbid certain toxic materials, but they could do more.

Product Labeling

Remanufacturers like extended labeling, especially the digital product passport (DPP). For Customers this is a increasingly relevant topic. Legislators should again be more involved, but the DPP is a good start to promote sustainable business.

Strategic Co-operation

For remanufacturers this is especially important. Through co-operation greater results with less effort can be achieved. Co-creating a final product to include all stakeholders holistically can be beneficial. In the current value chain co-operation is happening. Legislators are not involved here but this leaves room to support more co-operation in the future.

Further Discussion

Packaging of products must be cost-effective but also be environmentally friendly. It’s sure is not that crucial but might be favorable. In the EU already some customers request fully recyclable packaging.