CASE STUDY

A STORY OF TRANSFORMATION: REWRITING HOW BOOK RETURNS WORK



LEGACY
SUPPLY CHAIN

1-877-762-7175 | 2001 Commerce Parkway, Franklin, Indiana 46131 | www.legacyscs.com

CLIENT OVERVIEW

Every year, millions of books find their way into the hands of readers, but not every book stays on the shelf. As one of the nation's largest players, this Leading Book Publisher (LBP) depends on a returns operation to keep inventory moving, protect asset value, and respond quickly to changing demand. To strengthen that critical part of its supply chain, LBP partnered with Legacy Supply Chain to transform its returns operation into a faster, more connected, and scalable extension of its business.

COMPANY PROFILE

ANNUAL REVENUE

$2 Billion

EMPLOYEES

~4,000 Worldwide

MARKETS SERVED

Retail, Education, & Libraries

ANNUAL VOLUME

10,000 New Books Released



CASE STUDY AT-A-GLANCE

ZERO SAFETY INCIDENTS

5.43+ MILLION BOOKS PROCESSED *(9.7% BETTER THAN TARGET)*

100% SLA COMPLIANT

2-HOUR UNLOAD
72-HOUR PROCESSING TIME
48-HOUR DISPOSITION
72-HOUR OUTBOUND SHIPMENTS

99.82% INVENTORY ACCURACY AS OF Q2

21.7% UNDER BUDGETED LABOR COST

.09% TOTAL DAMAGES

SUPPLY CHAIN CHALLENGES

For LBP, every returned book represents both an important customer touchpoint and a financial asset. That's why company leadership made the strategic decision to outsource its returns center operation in La Porte, Indiana. LBP launched a competitive RFP to find the right 3PL partner.

Legacy quickly distinguished itself through its hands-on approach, operational expertise, and the confidence it inspired among both leadership and the employees who would ultimately join the Legacy team. "From the first site visit, the Legacy team stood out. Our employees came to us to say they liked them and it was clear that Legacy understood our business," explains, the Senior Director of Warehouse Operations at LBP.

To create a stronger, more agile returns operation, LBP needed to overcome several operational and organizational challenges:

PAIN POINTS

1. **RESOURCE DRAIN**
Managing returns internally diverted time, talent, and resources away from LBP's core publishing business, limiting focus on higher-value priorities.

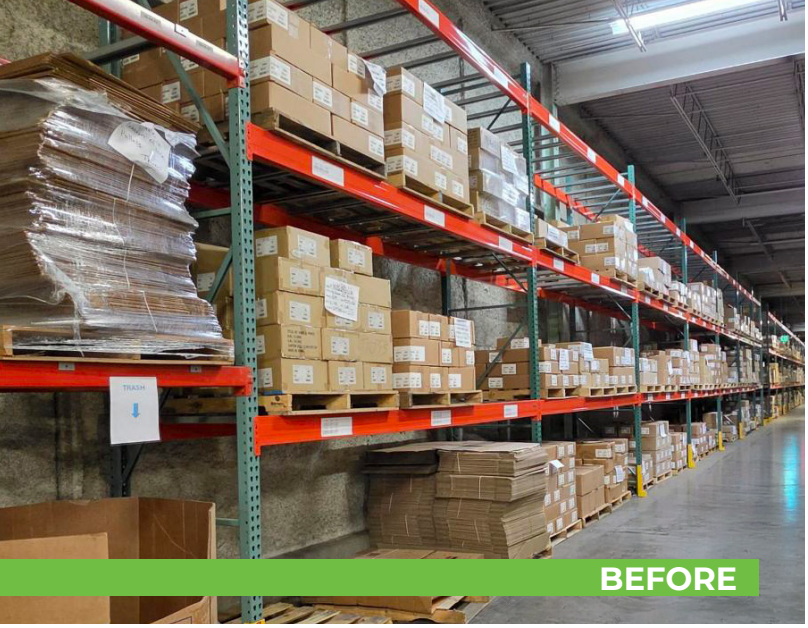
2. **PROCESSING BACKLOG**
Growing returns backlogs delayed inventory recognition, tying up valuable assets and slowing the movement of returned books back into the business.

3. **EMPLOYEE TRANSITION**
Successfully transitioning a long-tenured workforce from LBP to Legacy required earning trust, maintaining continuity, and helping every employee feel welcomed and valued.

4. **EFFICIENCY AND VISIBILITY**
Implementing greater control and accountability would result in measurable performance gains and turn the returns center into the machine they were looking for.

"Legacy gave us exactly what we were looking for: a returns operation that we didn't have to think about. If I'm not talking about returned books, that is a good thing,"

— Facility Manager, Warehouse Operations at LBP





SOLUTIONS

LEGACY HIT THE GROUND RUNNING.
The priority wasn't just taking over the returns operation. It was earning trust, keeping books moving, and making the transition seamless for employees and LBP alike.

Then the real work began. Legacy cleared backlogs, accelerated inventory flow, and introduced a culture built on accountability, teamwork, and recognition. Every improvement was designed to make the operation stronger, more responsive, and easier to manage.

THE PAY OFF WAS IMMEDIATE.
LBP gained a trusted partner, employees embraced a new culture, and the returns operation became faster, more disciplined, and ready for whatever came next.

SOLUTION OBJECTIVES

SEAMLESS HAND OFF

Transition the returns operation and workforce without missing a beat, while earning trust from employees and LBP from day one.

RECOGNIZE RETURNED ASSETS FASTER

Clear the backlog and keep books moving so LBP can recognize inventory faster and recover its value sooner.

TEAM SUCCESS

Build the team's experience, help them take ownership and work together to deliver better results every day.

CONTINUOUS IMPROVEMENT

Give LBP a returns operation they could count on through stronger performance, greater accountability, and a commitment to keep improving.

"Success was helping a good team become an even stronger one, then giving them the tools and support to succeed every day."

— General Manager & Site Leader at Legacy

TRANSFORMATIVE IMPACT
HOW LEGACY MAKES A DIFFERENCE

Team Empowerment

Bring out the best in people

Legacy built trust, strengthened teamwork, and gave employees and leaders the tools to succeed together every day.

Earn employee trust: Successfully transitioned a long-tenured workforce from LBP to Legacy through servant leadership and open communication.

Strengthen teamwork: Introduced employee recognition, cross-training, and a "one team" culture that broke down departmental silos.

Make better decisions: Partnered with LBP to develop custom reporting and dashboards that made performance easier to track.

Build confidence: Reached 99.82% inventory accuracy, giving LBP greater confidence in its inventory data.

Optimize Returns Operations

Get books moving faster

Legacy removed bottlenecks, redesigned work areas, and created a safer, more efficient returns operation that kept books and people moving.

Eliminate backlogs: Consistently met the 72-hour processing commitment, keeping returned books moving and inventory flowing.

Improve workflow: Redesigned pick paths, work areas, and the damaged books (HURTS) area to reduce wasted movement and improve flow.

Make safety part of the job: Added QR-code safety reporting, workplace improvements, and employee-led safety initiatives that contributed to zero recordable incidents.

Keep improving: Continuously refined layouts, workflows, and daily operations to make the returns center stronger every quarter.

Operational Excellence

Level up from good to great

Legacy created a returns operation that performed consistently, adapted to changing demands, and keeps getting better over time.

Lower operating costs: Reduced labor costs by 21.7% through smarter staffing and continuous improvement.

Deliver every time: Achieved 100% compliance with unload, processing, disposition, and outbound shipping commitments.

Make space work harder: Increased storage density and reorganized warehouse layouts that improved flow and efficiency.

Improving always: Embedded a culture of continuous improvement that keeps identifying smarter ways to serve LBP.

"Instead of being a disruption, the transition became an opportunity. You can see the difference on the warehouse floor. The backlog is gone. The team is engaged. We couldn't be happier."

— Facility Manager, Warehouse Operations at LBP

RESULTS & OUTCOMES

Legacy inherited a team facing a major change, a returns center with room to improve, and a customer counting on a seamless transition.

With a friendly, hands on approach, the Legacy team welcomed their new employees. They eliminated backlogs. They rethought workflows, reorganized key areas of the warehouse, and kept books moving. “We looked for opportunities everywhere. If we could make a job easier, remove frustration, or help someone be more successful, we did it. Those small improvements added up to big results,” explains Rob Owen, General Manager and Site Leader at Legacy.

That mindset showed up in the results. After the first two quarters, the team had found smarter ways to work, reduced labor costs, improved inventory accuracy, and consistently met every service commitment. The stellar results show that it paid off far beyond the warehouse floor.

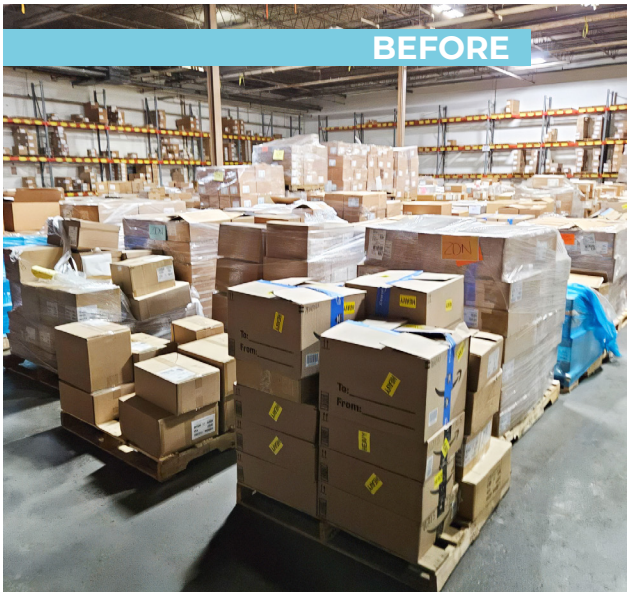
- **Processing more books with fewer resources:**
  Processed **5.47+ million books, 9.7% above target,** while reducing labor costs by **21.7%** against plan.

- **Delivering on all customer commitments:**
  Achieved **100% compliance** with every major SLA:
  - 2-hour unload
  - 72-hour processing
  - 48-hour disposition
  - 72-hour outbound shipping

- **Improving inventory confidence:**
  Increased inventory accuracy to **99.82%**, with no backlog. Now LBP has concrete data they can count on for inventory availability and financial reporting.

- **Turning damaged books into recovered value:**
  Increased damaged book (HURTS) throughput while clearing overflow, helping recover more value from books that could be resold rather than destroyed.

- **Creating a safer workplace:**
  Finished the first six months with **zero recordable safety incidents** after introducing new safety programs and workplace improvements.





LOOKING TOWARDS THE FUTURE

WRITING THE NEXT CHAPTER, TOGETHER

One successful transformation has opened the door for many more. George Moyle, Director of Solutions at Legacy, states “We never stop innovating. Once we’ve proven what we can accomplish, every new challenge becomes an opportunity to make the business even stronger.”

What began as an effort to outsource a returns operation has evolved into a trusted partnership focused on finding the next opportunity to create value. Today, LBP and Legacy are looking beyond the returns center to streamline transportation, further leverage Legacy’s North American network, and apply the same collaborative approach to other distribution centers.

Senior Director of Warehouse Operations at LBP agrees, “You know a partnership is working when the conversation changes. We stopped talking about backlogs and started talking about what’s next. That’s a credit to the Legacy team.”

An efficient returns operation was only the first chapter. Together, LBP and Legacy are already writing the next one.



“Legacy makes the hard stuff feel easy. They see what needs to be done, step up, and get it done.”

— Facility Manager, Warehouse Operations at LBP



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