

# Recall Effectiveness



New Tools  
July 25, 2003



# Order of Presentations

- Toys 'R Us - Tom DeLuca (p. 3 - 12)
- Lowes - Tom Lamb (p. 13 - 20)
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- QVC - Eric Christopher (p. 28-35)
- Radio Shack - Jolene Miller (p. 36-44)
- Sauder - Gary Bell (p. 45 - 63)
- GE - Jennifer Dailey (p. 64 - 82)

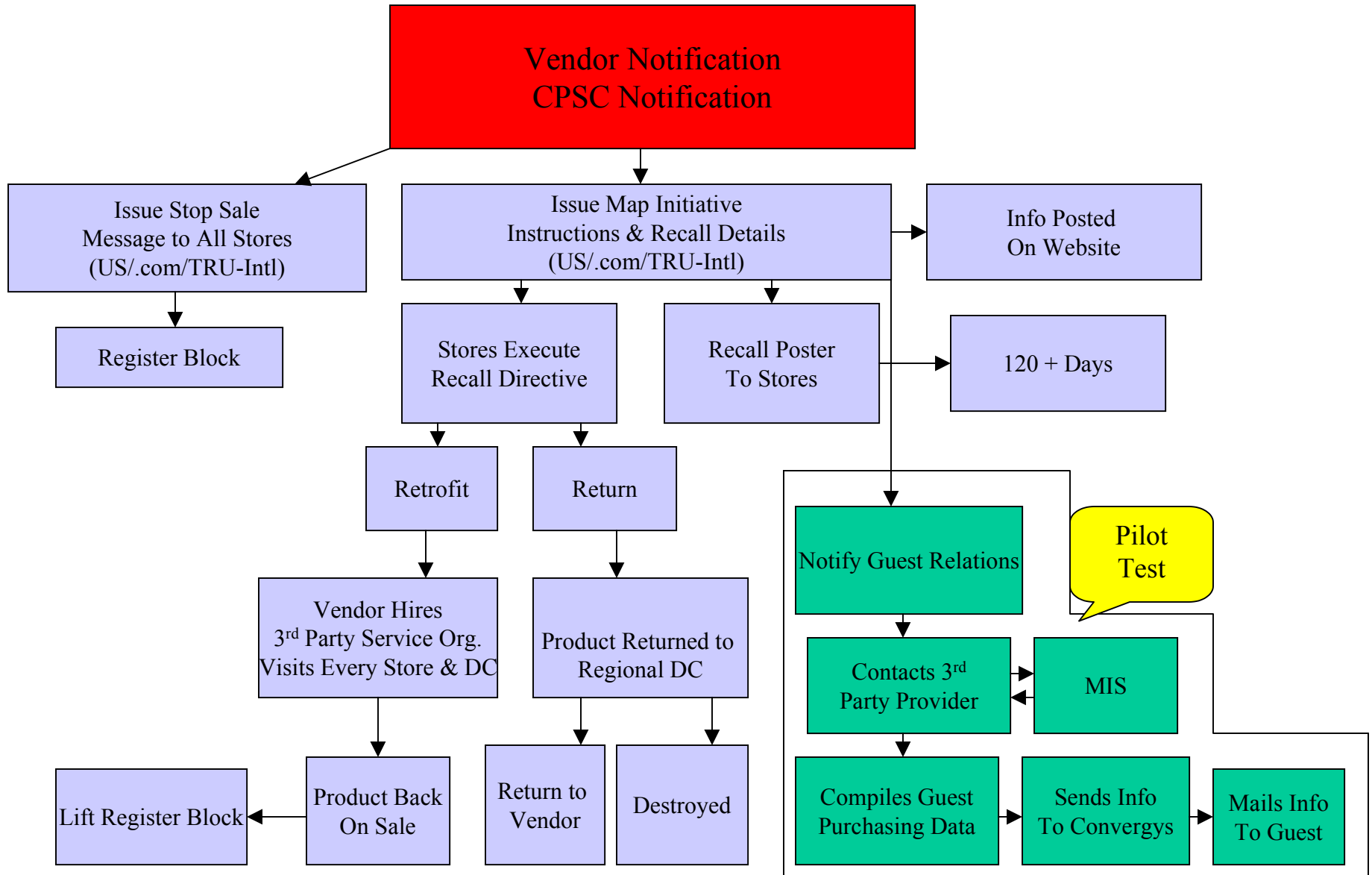


Toys 'R Us Presentation at  
CPSC Recall Effectiveness Meeting

Tom DeLuca

July 25, 2003

# Recalled Product Path



Sale Main Menu  
Scan or enter UPC/SKN.

Item Cannot Be Sold,  
Press (CLEAR) to Continue

SUBTOTAL	0.00
SALES TAX	0.00
<b>TOTAL</b>	<b>0.00</b>

07/17/03	10:37 AM	CASHIER: 28902	TERMINAL:19
VER.2.10.00			IP:119

NCR





## SAFETY RECALL

### RADIO FLYER MODEL #8 ROADSTER RECALL TO REPLACE STEERING WHEEL

The horn can be pulled off the car's steering wheel, and a small part inside may pose a choking hazard. Roadsters manufactured during 2001 with a "horn symbol" on the steering wheel's horn are being recalled for replacement. A label on the bottom of the Roadster has the date of manufacture shown as "MD 12/2001" (mo/yr). All Roadsters with a date of manufacture on or after 01/2002 and Roadsters manufactured at anytime with a "star" embossed on the horn are not a part of this recall.

**SKN # 333072**



For a replacement steering wheel kit contact the manufacturer at [www.radioflyer.com](http://www.radioflyer.com), or call Redwagons at 1-800-708-9246, Monday through Friday, 8:30 a.m. – 5 p.m. CT.

DATE POSTED: \_\_\_\_\_ Keep posted UNTIL 11/30/02

Re: RADIO FLYER  
SKN 333072 - LITTLE RED ROADSTER  
Mfr. 8

Prya & Susan,

**Please assign the "Product Safety Recall Notice" status to the above items.**

On Monday July 15, 2002 Radio Flyer will announce recall on the Little Red Roadster. In some cases the horn on the car can be pulled off the car's steering wheel. Once the horn is removed a small part inside becomes accessible and may pose a choking hazard.

Upon the official announcement, stores should advise guests to discontinue use of the product and to contact Radio Flyer at their toll free number

1 (800) 621-7613 or their website ([www.radioflyer.com](http://www.radioflyer.com)).

Stores should remove these items from the sales floor immediately. Inventory disposition will be advised via the usual channels.

**Note to the Internet**

This information must not be displayed until the official announcement is made.



# Game Plan: Radio Flyer

- Re-issue Product Safety Recall Status
  - Re-verify Store Register Block
- Identify Purchasers
- Contact Purchasers Via Mail
  - Provide Details of Original Recall
    - How to Identify Affected Product
  - Offer Free Replacement Part
- Maintain Record of Responses
- Prepare Recall Effectiveness Report
  - Number of Purchases Contacted
  - Number of Replies
  - Number of Replacement Parts Shipped
- Ensure Internal Process is Absolute

# Engagement

- TRU
  - Safety Assurance
  - Enterprise Guest Relations
  - Legal
  - Risk Management
  - Merchandising
  - Corp. Communications
  - Store Operations
  - MIS
- CPSC
- Product Supplier
- Harte Hanks
- Convergys
- Consumer

July 23, 2003

[NAME OF GUEST]  
[ADDRESS OF GUEST].

Re: Radio Flyer Roadster Model #8 Steering Wheel  
Toys R Us SKN 333072

Dear Guest,

It has come to the attention of Toys "R" Us, Inc. that you may have purchased the above referenced Product. At the time of the possible purchase, the Product was subject to a recall by the US Consumer Product Safety Commission and Radio Flyer. You may have purchased a unit subject to the recall. This recall was related to the steering wheel on the Roadster. The horn can be pulled off the car's steering wheel, and a small part inside may pose a choking hazard. Roadsters manufactured during 2001 with a "horn symbol" on the steering wheel's horn are being recalled for replacement. A label on the bottom of the Roadster has the date of manufacture shown as "MD 12/2001" (mo/yr.). All Roadsters with a date of manufacture on or after 01/2002 and Roadsters manufactured any time with a "star" embossed on the horn are not a part of this recall.

While to date we are unaware of any injuries relating to the Product, as part of our outreach to our guests we will be happy to send you a replacement part. We will send the steering wheel to you via First Class Mail, free of charge, with simple instructions for replacement.

If after checking your Roadster per the above description, you determine you need a replacement steering wheel, we suggest you discontinue use of the Roadster and return the enclosed post card to:

Toys R Us  
Attn: Product Recall  
P.O. Box 575767  
Murray, UT 84157-5767

In order to confirm your shipping address, please indicate your name, address, zip code, and phone number (optional, in the event we need to reach you), in the space provided on the back of the card.

Should you have any questions, we have set up a special toll-free number to take your calls at: 866-809-7559. We apologize for any inconvenience caused. To receive your replacement steering wheel you must send back the completed post card no later than September 15, 2003.

Sincerely,

---

Tom DeLuca  
Vice President, Safety Assurance  
Toys "R" Us, Inc.



461 From Road  
Paramus, NJ 07652

**IMPORTANT**  
UPDATED SAFETY INFO  
OPEN IMMEDIATELY



Charles Graham  
532 Tipton Rd.  
Irving, TX 75060

# Improving Product Recall Effectiveness

**Tom Lamb**

Lowe's  
VP, Consumer Marketing

July 24, 2003



***No one player in the supply chain has all of the necessary information to execute an effective recall.***

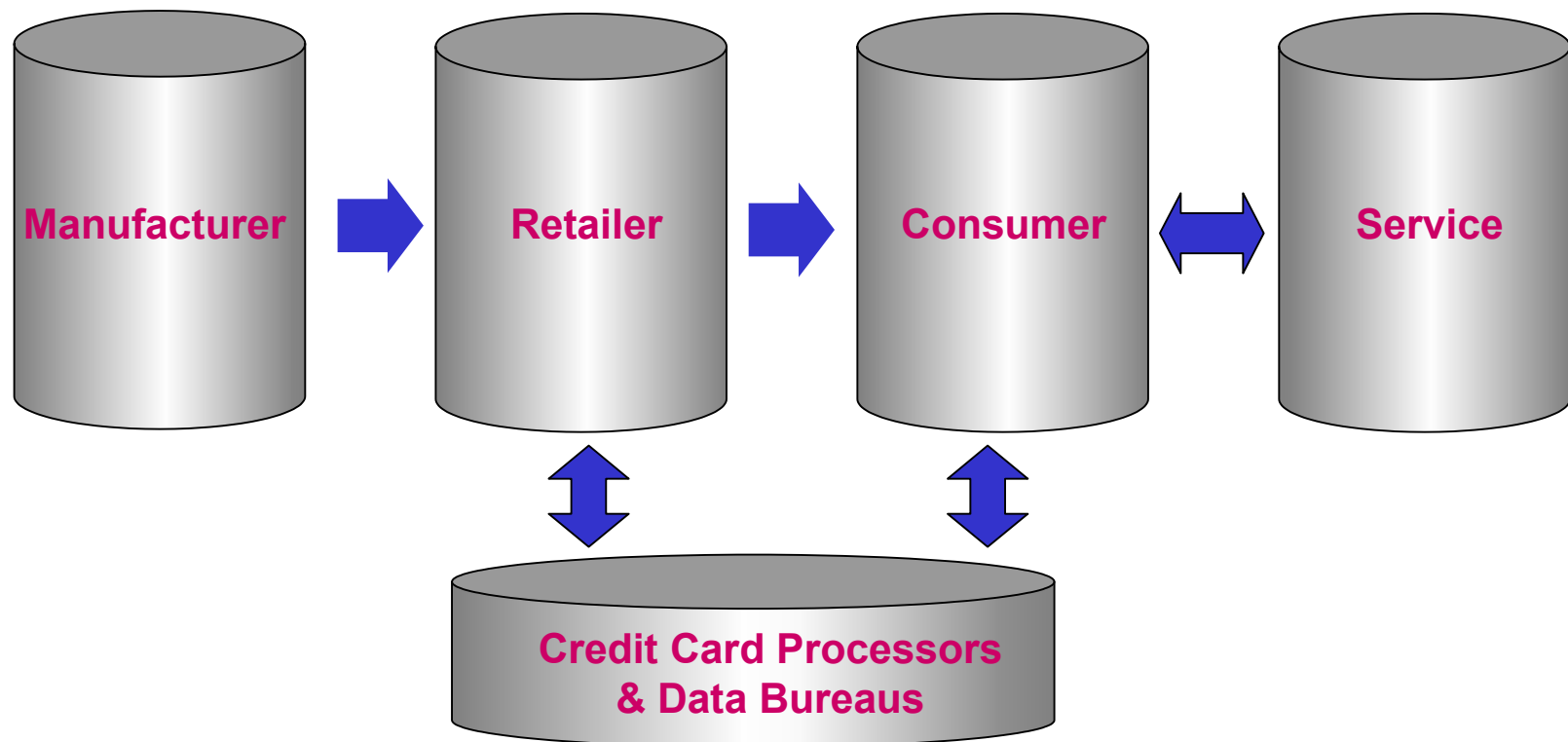
- Product/model/lot# of the defective product**
- Date of purchase**
- Who purchased**
- Purchaser contact information**



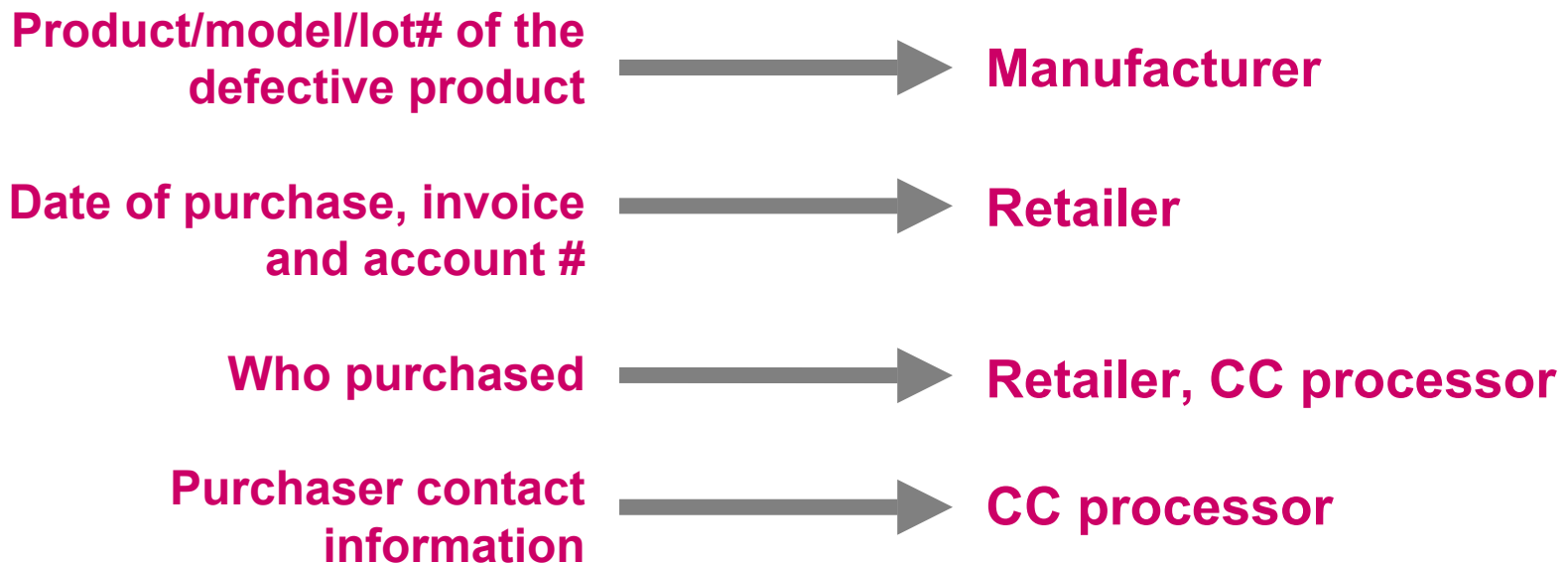
*The auto industry is the exception.*



*The components in the sales/service chain for other products generally operate in silos that do not communicate.*



*Collectively however, the various players involved have the information necessary to enact an effective recall.*



*A clearinghouse could be established to consolidate the necessary information so it can be easily accessed.*

**Manufacturer**



**Retailer**



**Clearinghouse**



**Consumer**

## ***The clearinghouse could be formed utilizing the consumer data bureaus that already exist***

- ❑ Retailers/credit card processors would provide the purchase information
  - What was purchased and by whom
- ❑ Manufacturers would provide the recall materials (e.g. postcards) and pay for postage
- ❑ The clearinghouse would match the recall to purchasers and address and mail the recall materials
  - This would address privacy issues, though the clearinghouse would need to keep a record of who was contacted
  - It would report back to the manufacturer on how many pieces were mailed net of returns

***This approach would reach a much greater % of product owners than the current process, but some gaps would remain***

- ❑ Customer information is not captured for cash purchases
- ❑ Some retailers may not have the technical capabilities of capturing and transferring the necessary information
  - Not an issue for the largest retailers
- ❑ Products cannot be traced if they are no longer with the original owner



# CPSC: New Tools for Recall Effectiveness

- What new or different steps did you pursue in a recent recall?
- How did these actions make the recall process more effective?
- What limitations did you encounter in this process?

# Bath & Body Works

## What we have tried...

- Incentives
  - Ranging from 25 to 50 % of the value of the item with a store merchandize credit or full refund
- Enhanced visual graphic posters at the register.
- Pre-paid mail returns for customers not near stores.
- 800 Number with a Interactive Voice Response (IVR)

# Enhanced graphics...

## Recall Notice

Bath & Body Works and The White Barn Candle Co. are voluntarily recalling the candles below. These candles may burn with a high flame if the wick is not properly trimmed, posing a potential fire hazard.



Nature's Preserves™  
ALL 16 oz. candles in the  
canning jar container  
NOTE: Nature's Preserves  
5.6 oz. candles are not part  
of this recall.



Nature's Preserves™  
Round with lid  
Candy Corn  
Jelly Bean



Nature's Preserves™  
Veggie Collection  
ALL candles in this  
shape glass container



Nature's Preserves™  
Beauty in Bloom™  
Botanical Candles  
NOTE: Candles with a batch  
code ending with the letter  
"X" or "N" are not part of  
this recall.



Nature's Preserves™  
ALL 10 oz. candles in  
this shape container



Nature's Preserves™  
Round  
Stars  
Trees



Home Fragrance  
Candle  
Iced Tea  
Lemonade



Spring Hydrangea  
Candle



Champagne Flute &  
Sherbet Glass  
with glitter stars  
Celebration Fragrance

If you purchased one of these candles between June 1999 and January 2001, please stop using it immediately and return it to any Bath & Body Works or The White Barn Candle Co. for merchandise exchange and a \$5 coupon, or a full cash refund.

If you have any questions, please call 1-800-395-1001

  
Bath & Body Works  
97 West Main Street • New Albany, Ohio 43054 • U.S.A.

  
THE WHITE BARN CANDLE CO.  
NEW ALBANY, OHIO

34011F

## SAFETY RECALL

**Full refund and \$10 Gift Certificate for  
Three-Wick Snow Friends  
Ceramic Filled Candle**

**The Cinnamon Stick Candle may burn with a  
high flame, posing a potential fire hazard.**

**Product pictured below:**



**If you own this ceramic filled candle (sold between  
October 1, 2000 - December 27, 2000), please stop using it  
immediately and return to any Bath & Body Works or  
White Barn Candle Company for a full refund and a  
\$10 Gift Certificate (one per candle).**

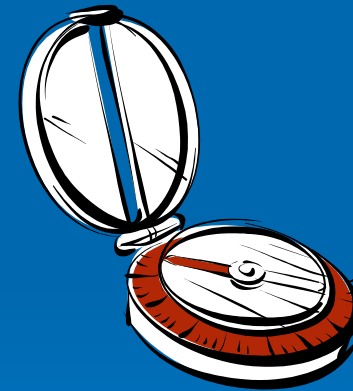
**We want you to be 100% satisfied with everything from Bath & Body Works or  
The White Barn Candle Company. If you have questions concerning this  
voluntary recall, please call our Customer Service at 1-800-395-1001.**

  
Bath & Body Works  
97 West Main Street • New Albany, Ohio 43054 • U.S.A.

## Customer behavior...

### ➤ TARP and A. C. Nielsen

- for major problems (averaging \$142 loss) about 31 % do not complain.
- A loss of a few dollars, only 3% would complain and 30% would return the product.
- Further, 70% would do nothing or discard the product.
- Customers who do not complain are the least loyal customers.
- Real ratio of cost to win a new customer vs. retaining a current one varies from 2:1 to 20:1.



### ➤ TMI, USA

- Customers perceive a 'hassle' factor, so it is easier to do nothing.

How did these actions make the recall process more effective...

- Consumer response mirrored TARP and Nielsen data.
- Consumers did indicate a more favorable response to the enhanced graphics visual.
- Placement of the notice at the register has a greater recognition impact.

## What limitations did you encounter in this process...

- New visual graphics lead to many draft resubmissions for color and verbiage. While it didn't delay the fast track approach, it does stress the system, partnership, and the business.
- A review of the 25 most recent recalls, none have incentives.
- A review of the 25 most recent candle recalls had only three using incentives...



## References

- *Basic Facts on Customer Complaint Behavior and the Impact of Service on the Bottom Line* by John Goodman, Competitive Advantage, June 1999, pp. 1-5.
- *Using Complaints for Quality Assurance Decisions*, 1997, TARP, 1300 Wilson Boulevard, Suite 950, Arlington, Va. 22209, [www.e-Satisfy.com](http://www.e-Satisfy.com).
- TARP, *Consumer Complaint Handling in America: Final Report*, Washington, D.C.: U.S. Office of Consumer Affairs, 1979.
- A.C. Nielsen Company, *The Consumer's View of Product and Package Performance*, 1981
- *A Complaint is a Gift*, by Janelle Barlow and Claus Moeller, Berrett-Koehler Publishers, Inc. 1996



# QVC

CPSC Presentation July 25, 2003

By: Eric Christopher, Vice President, Quality Assurance

# What is QVC ?

- A \$ 4 billion electronic retailer (T.V., Internet)
- Studios in U.S., Japan, Germany, UK
- Products include Jewelry, Apparel, H&B, Hardlines
- Transactions are electronic, similar to catalogue

# Customer Service

- C/S has a continuous link with Customer:
  - Takes order
  - Processes transaction
  - Receives real time feedback on problems

*We know who, where and when each product was purchased*



# Types of problems:

- Legal (claim related)
- Safety (risk of personal injury)
- Quality (performance or finish issues)

# When Problems Occur...

- Remove pricing to prevent sales
- Re-Disposition Inventory from Okay to “Freeze” status to prevent
  - Shipping to customers
  - Return to stock of returned items
- Advise DC of problem
- Secure pristine samples and customer problem samples and evaluate
- Communicate with Mfr and advise CPSC

# If Evaluation Shows That Product Poses a Risk

- Call affected customers
- Member updates as orders come in
- Calling Service
- E-mails
- Track responses in Customer History
- Use Mfr letter or voice message when possible



# Limitations

- Customer call blocking (telephone)
- Customer availability
- Customer litigious nature
- Lot verification (not all products affected)
- Customer willingness to cooperate





**Thank You**

***Product Recall  
Effectiveness:  
Our Experience***



**RadioShack.**

C O R P O R A T I O N

**Jolene Miller – Corporate Attorney**

# Product Involved

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- UHF/VHF Omni-directional Amplified Antenna for home, boat, and RV use
- Alleged GPS Interference
- FCC Initiated Issue
- CPSC guidelines used to conduct recall



# Recall Notice – Direct Mail



Customer Care  
200 Taylor Street Suite 600  
Fort Worth, TX 76102

October 10, 2002

Dear Valued RadioShack Customer:

Our records indicate that you purchased a RadioShack Amplified Omni-Directional Antenna, catalog number 15-1624, between January of 2000 and April of 2002. Our continuing product quality testing has revealed that a small quantity of these antennas may cause interference with Global Positioning System (GPS) devices. Operation of the Omni-Directional Antenna is not adversely affected and will not be apparent to you. While only a few incidents of interference have been reported, RadioShack takes this matter seriously and wants to remedy this situation as quickly as possible.

As a valued RadioShack customer, we need your help in resolving this issue. RadioShack wants customers who purchased a RadioShack Amplified Omni-Directional Antenna, catalog number 15-1624, between January 2000 - April 2002 to immediately return the unit to our manufacturer, TDP Electronics. TDP Electronics will inspect the antenna for possible interference and if necessary install the new parts free of charge. You will not incur any cost for shipping or repair of the antenna.

Please refer to the attached guide to determine if your antenna is affected. If your antenna is affected, please contact TDP Electronics by filling out an on-line form at the following website <http://www.antennacraft-tdp.com/RSCustomerService.htm> or talk with a customer care agent toll free at (866) 326-3470. Once the information on your antenna is collected you will be provided with a pre-paid box to return the antenna to TDP Electronics for service. Instructions for uninstalling the antenna will be provided in the prepaid return box.

RadioShack wants to provide you, our valued customer, with the high level of quality and customer satisfaction for which we are known. RadioShack regrets any inconvenience that this situation may cause and looks forward to the opportunity to serve you again in the future.

Sincerely,

RadioShack Corporation  
Customer Care



Amplified Omni-Directional Antenna  
RadioShack Catalog Number 15-1624

## HOW TO DETERMINE IF YOUR ANTENNA IS INVOLVED IN THIS RECALL

### **NOT RECALLED - NO NEED TO RETURN**

If there is a Rating Label on the bottom of your antenna, you do not need to return it.

Use the yellow DANGER Label to locate the Rating Label.



Typical Rating Label

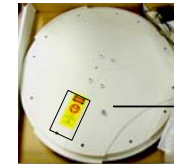


The Rating Label will be located near the yellow DANGER Label on the bottom of the antenna.

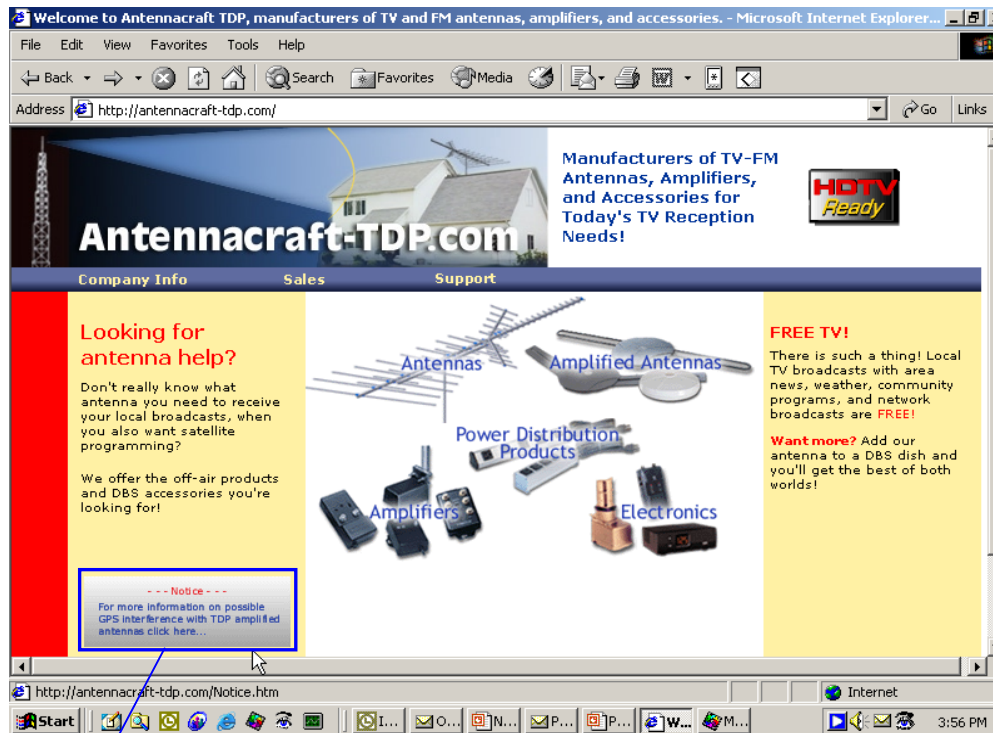
### **\*\* RECALLED - RETURN IMMEDIATELY \*\***

Antennas without Rating Labels on the bottom should be returned as soon as you receive your return mailer.

Again, use the yellow DANGER Label to determine if a Rating Label is installed on your antenna. If a rating label was installed, it would be located near the yellow DANGER label on the bottom of the antenna.

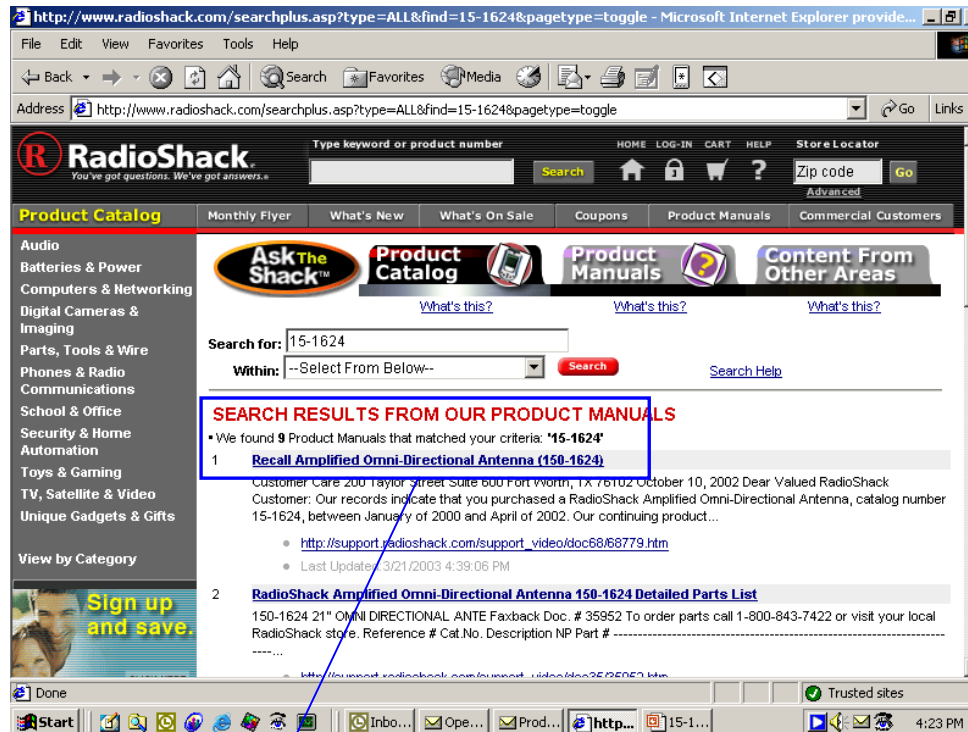


# Recall Notice – Mfr Web Page



--- Notice ---  
For more information on possible GPS interference with TDP amplified antennas click here...

# Recall Notice – RSH Web Page



## SEARCH RESULTS FROM OUR PRODUCT MANUALS

- We found **9** Product Manuals that matched your criteria: **'15-1624'**
- 1 [Recall Amplified Omni-Directional Antenna \(150-1624\)](#)

# Product Sales Information

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- Number of Units Potentially Affected:
  - 20,881
- Sales Time Period
  - January 2000 – April 2002

# Customer Contact Information

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- Number of Addresses Available/  
Mailings Sent:
  - 16,947
  - **81% Direct Mail Contact Rate**
- Number of Undeliverable Notices:
  - 1,444
  - **91.5% Notice Delivery Rate**



# Customer Response Rate

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- Number of Customers responding to Notice
  - 1,209
- **8.5% Participation Rate**

## Summary

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- An 81% address-capture rate at P.O.P. yielded only an 8% participation rate
- Participation rate not significantly different than typical recalls conducted today

# New Tools for Recall Effectiveness

Gary M. Bell

Product Safety Manager

Sauder Woodworking Company

Consumer Product Safety Commission Meeting on Recall  
Effectiveness – July 25, 2003



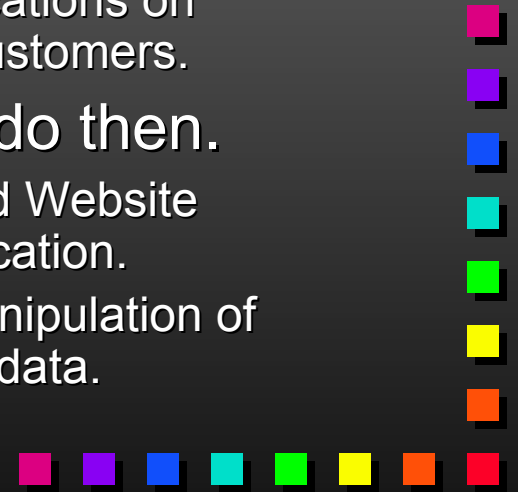
# Product Recalls - Then and Now

## ■ 1980's Vintage:

- Telephone initial Section 15.
- Dumb-bomb approach.
  - Shot-gun approach through mass-media.
- Cannot do anymore.
  - Credit card data.

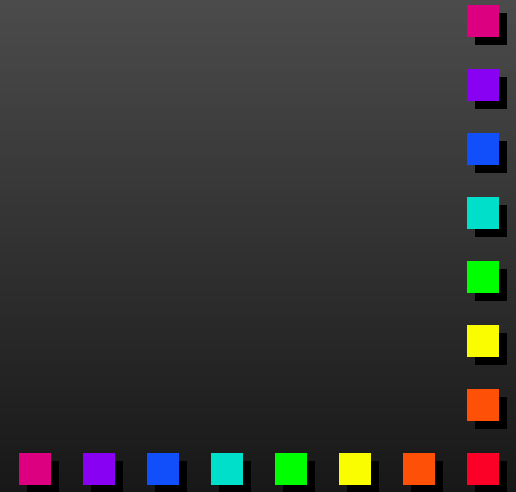
## ■ Now:

- Telephone, e-mail template, voicemail.
- Smart-bomb approach.
  - Attempt to focus communications on specific customers.
- Could not do then.
  - E-mail and Website Communication.
  - Easier manipulation of computer data.



# Product Recalls - Then and Now

- Wait for the Commission to review, analyze, and possibly make a “preliminary determination.”
- The “No PD” or “Fast Track” option.



# Tools that Worked for Us During a Recent Voluntary Corrective Action

- Background:
  - Ready to Assemble furniture product.
  - Computer Armoire.
  - Consistent pattern of problem observed - incorrect assembly of the fasteners for inner door shelves.
  - Shelf structure would fall unexpectedly.



# Tools that Worked for Us During a Recent Voluntary Corrective Action

## ■ Background:

- A simple 15 minute installation of additional support brackets eliminates the risk.
- End users sent the repair kits along with the necessary notice, warning/precautionary information, parts and installation instructions.



# Tools that Worked for Us During a Recent Voluntary Corrective Action

- Currently – about 33% of the suspect products have been accounted for.
- Only 1.6% of those were in the possession of the manufacturer or retailers.
- Therefore, about 31.4% of the product owners have been contacted and provided with repair kits.





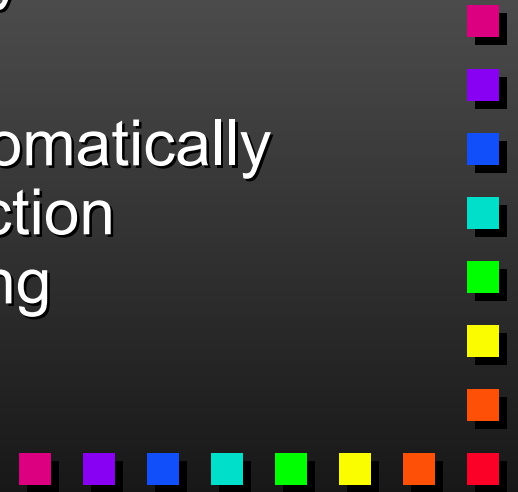
# Tools that Worked for Us During a Recent Voluntary Corrective Action

- What were the mechanisms for reaching the owners of those products?
  - Approximately 60% were successfully contacted directly in response to some sort of recorded transaction:
    - Warranty Registration Card records.
    - Customer Service Database.
    - Miscellaneous Store Customer Lists.
    - Lists Consolidated (some names otherwise showed up two or three times).



# Tools that Worked for Us During a Recent Voluntary Corrective Action

- Kits were automatically sent to these people.
- Approximately 9% of the original purchasers used the warranty registration.
- The products involved were up to three years old.
- We found that about 13% of the kits automatically sent in response to the recorded transaction information sources were returned (wrong address, etc.).



# Tools that Worked for Us During a Recent Voluntary Corrective Action

- The other 40% contacted us. They were asked what triggered their contact. Their responses:
  - 82% - Saw it on our Web Site. Some ordered the repair kit off the Web Site (approx. 30% of the total corrections made).
  - 9% - Were not sure/unknown.
  - 5% - Store poster.
  - 2.4% - Television.
  - 1.6% - Other media (magazine, newspaper, radio).



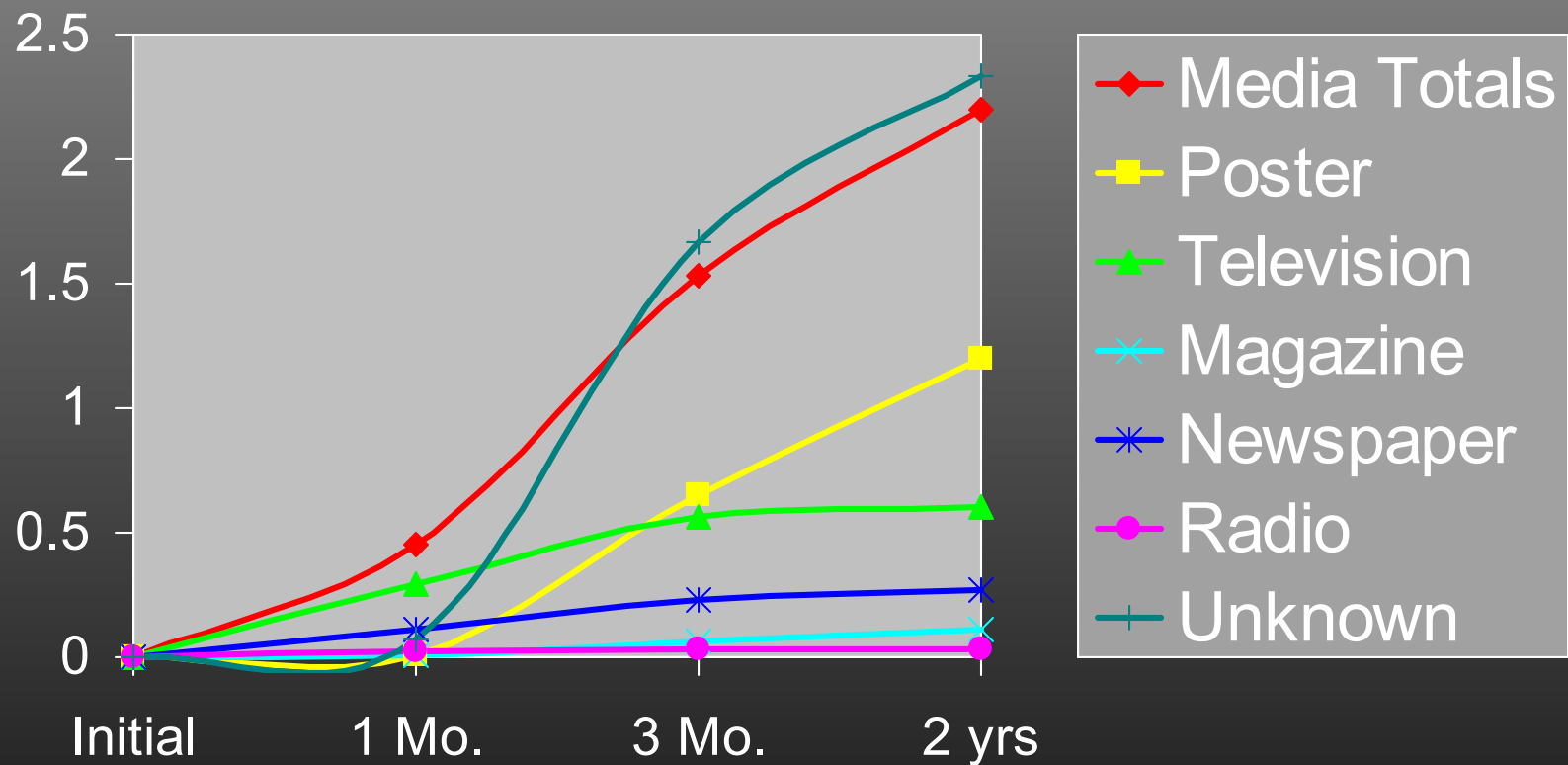
# Tools that Worked for Us During a Recent Voluntary Corrective Action

## ■ Some Observations:

- In the first couple of months, the basis for response was fairly well distributed among all media sources.
- Response drawn from radio and TV dwindled quickly.
- Although not the largest producer, the store posters created ongoing input.
- Response from the Web Site generated both the largest quantity, and had the longest staying power.

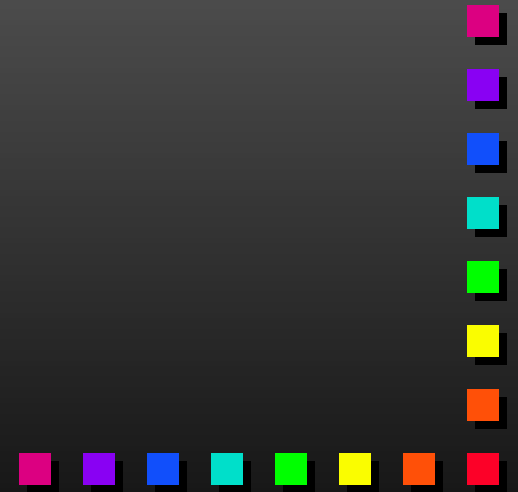


Three Month / Two Year Growth Comparison – (in Thousands)  
 (Note: Web Site response at Approx. 7.6k, 18k and 21k for these intervals and not shown on graph.)



# Tools that Worked for Us During a Recent Voluntary Corrective Action

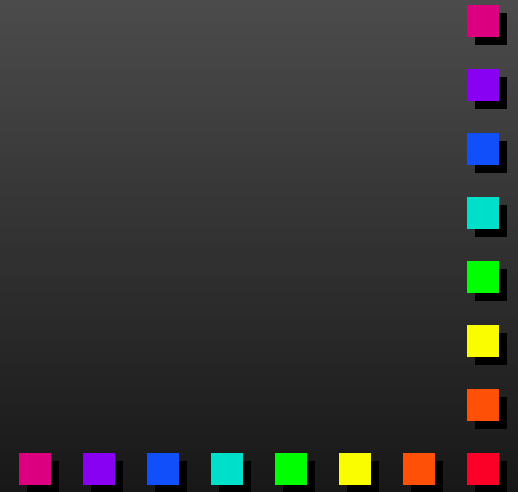
- How did people communicate with us?
  - 87% - (800) Phone Number
  - 11% - E-mail
  - 2% - Traditional mail



# Tools that Worked for Us During a Recent Voluntary Corrective Action

- The use of targeted communications such as warranty registration, and Web Site information (with an e-mail link for ordering the repair kit), appear to have been far more fruitful than the mass media blitz for reaching our specific product users.

- Kudos:



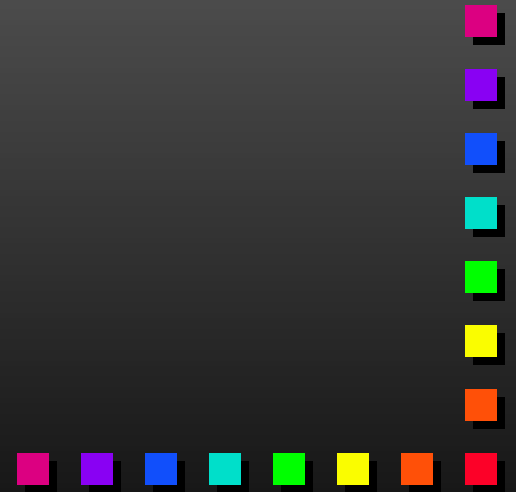
# Frustrations

- The “Holy Grail” of product safety and liability prevention efforts: How to get people to respond to a precaution (behavior modification).
- Despite the best efforts to communicate the precaution, people often do not heed the warning.
  - ANSI Z-535.4 – Product Safety Signs and Labels: (Factors such as readability, visibility and recognition can all be optimized. However, you can never be sure about whether the person will choose to follow the information.)
  - The “original sin.”





# Frustrations



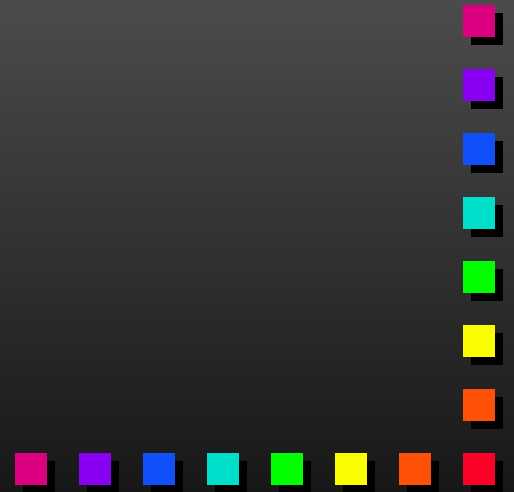
# Motivations

- Encouraging people to use the Warranty Registration Card:
  - The Sweepstakes:
    - Sauder is one of about 70 companies in the Sweepstakes pool.
    - Difficult to say that it improves response rate substantially – but it does not hurt.
  - On-line availability of warranty registration (accounts for about 18% of the submitted registrations).
  - Try to make the card “readable.” On-line registration in both English and Spanish.
- Return rate appears to be a direct correlation to cost of product:
  - About 3% overall for Sauder as well as other similar product companies.
  - About 9% for the Monarch – a more expensive product.



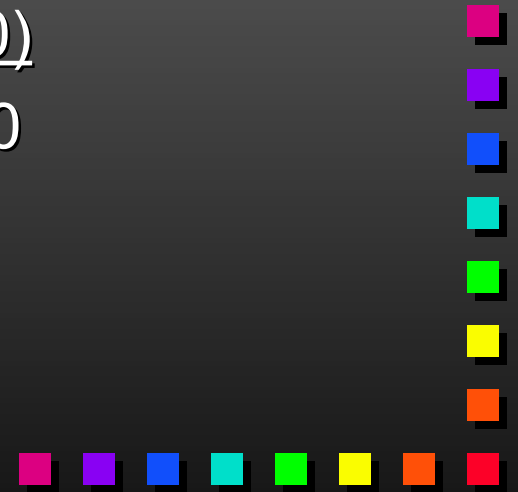
# Motivations

- Make sure your “800” number works:
  - Friendly and courteous reps.
  - Consistent script and information.
  - Make sure the call gets answered – promptly. (Temporary services available for additional support – especially during the early stages of the program.)



## Math Breakdown

■ Total number involved:	212,000
■ Products in Inventory:	<u>(3,500)</u>
■ Products in Users hands:	208,500
■ Recorded Transactions:	49,000
■ Direct mail kits returned:	<u>(6,400)</u>
■ Verified Contacts (USPS R/R):	42,600



# Math Breakdown

■ Contacts from recorded transactions:	42,600	
■ Other Contacts (all USPS R/R verified):		
■ Web Orders	20,500 (approx.)	
■ E-mail	3,000 (approx.)	
■ Letter Orders	500 (approx.)	
	<u>26,400</u>	
■ Total to date:	69,000	



e

*GE Consumer Products*

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# *RecallTools*

Jennifer Dailey  
Program Manager, Web Marketing





- Locating Consumers
- Internet Accessibility
- Dishwasher Recall and the Web



**Consumer Identification Techniques**

- Direct Mail
- Press Release
- Video News Release
- Posters in Retail Stores
- Call Programs (in and out-bound)
- Web Sites
- Advertising

***Each Recall is Unique --  
Use the Tools that Make Sense***





**GECP**

## *Locating Consumers of Recalled Products*

### **GE Dishwasher Recall**

- 3.1 MM units manufactured - 1983-1989
- When recalled (1999), products were 10-17 years old
- Normal notices provided - mail to old customer list, VNR, press releases, web site
- Extra notice - outbound calls to consumers who lost interest
- How to find more current owners?
- Product sold largely to entry level home builders, condos, apartments
- Could recall data reveal concentrations in these subdivisions of undiscovered products?

#### **GE Agreed:**

- 1. List all recall responders**
- 2. Locate on maps**
- 3. Look for concentrations**
- 4. Send mailings to subdivisions**

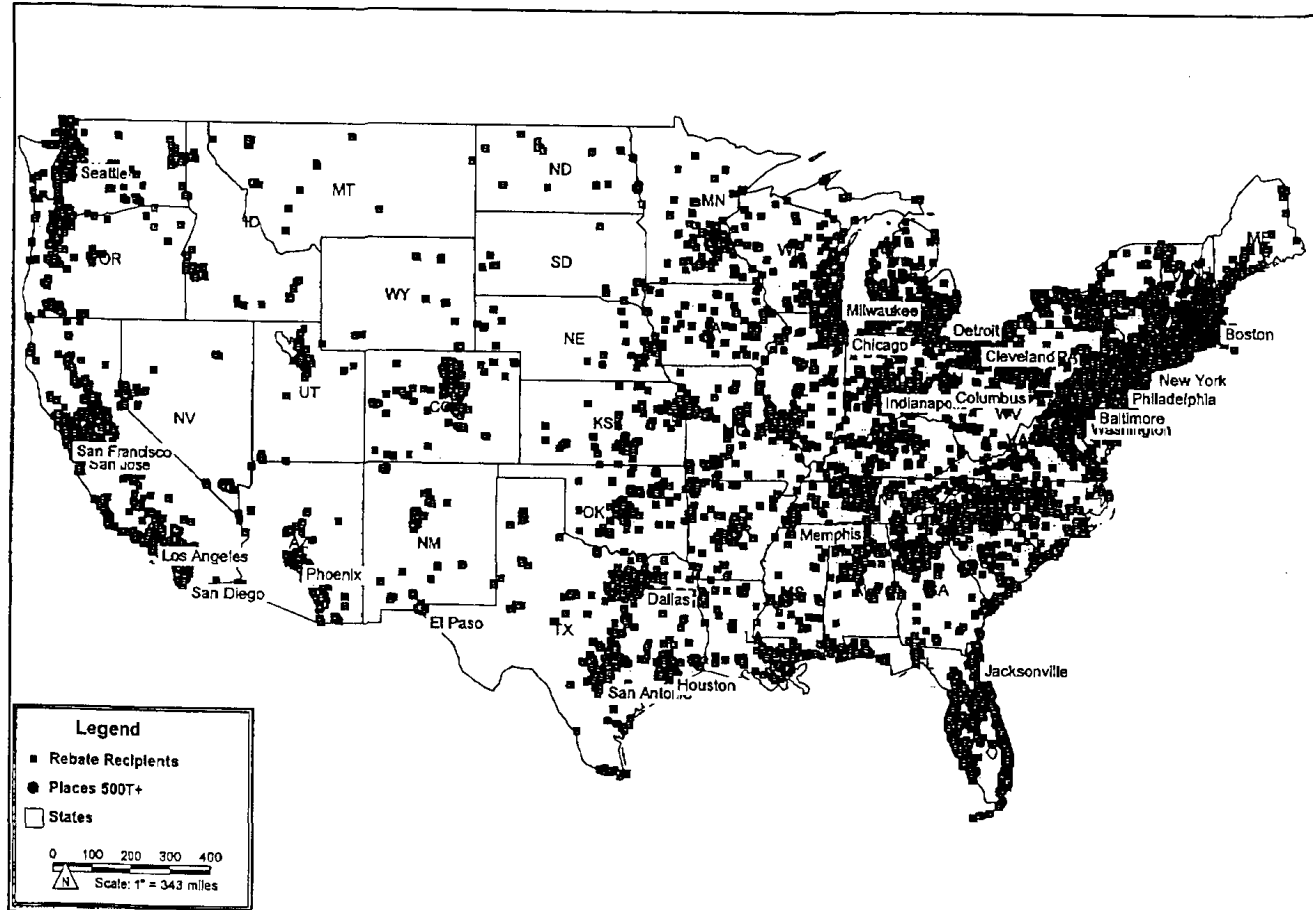


GECP

# Locating Consumers of Recalled Products

## United States

The Stevenson Company



Map produced with SPARUS

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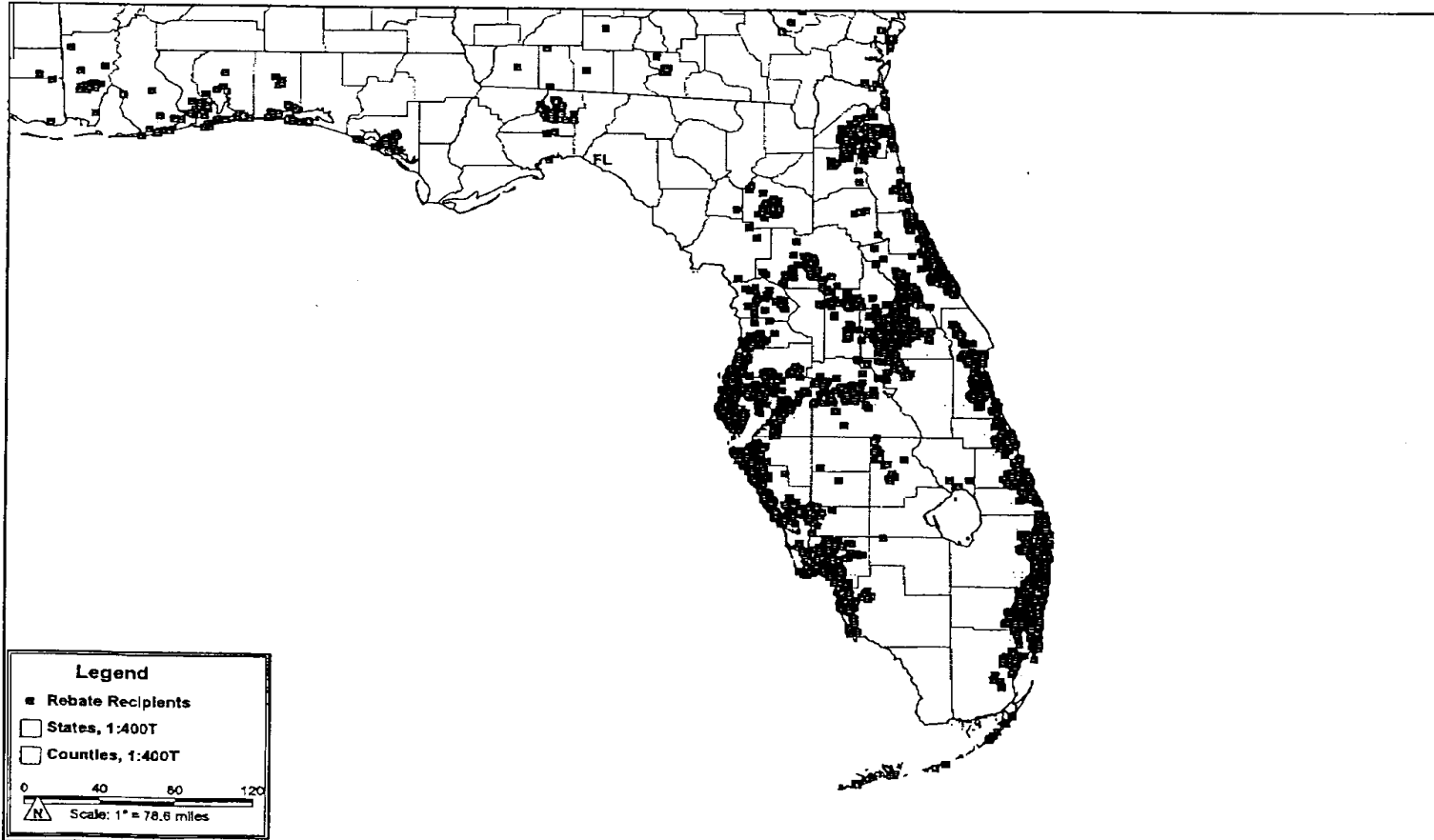


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# Locating Consumers of Recalled Products

## Florida

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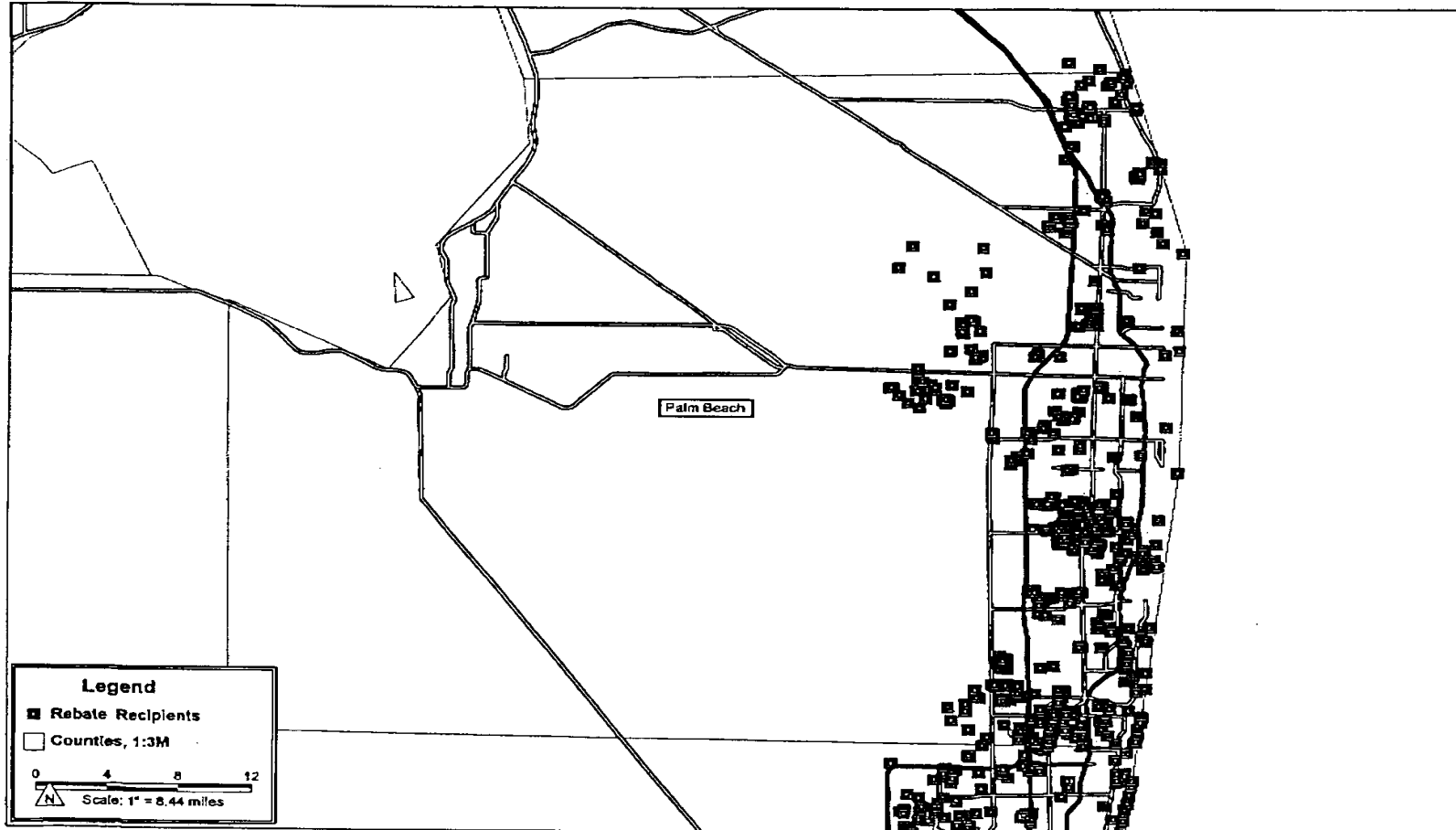


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# Locating Consumers of Recalled Products

## Palm Beach County, FL

Scan/US, Inc.



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# Locating Consumers of Recalled Products

## Montgomery County, MD

Scan/US, Inc.



The Stevenson Company

05/11/01



**Plan B - Use Data from Outbound Call Program**

"Do you have a recalled dishwasher?"

"Do you live in a subdivision or development where others might have it as well?"

- Identified top 25 subdivisions
- Sent mail to all residents, placed ads in local papers

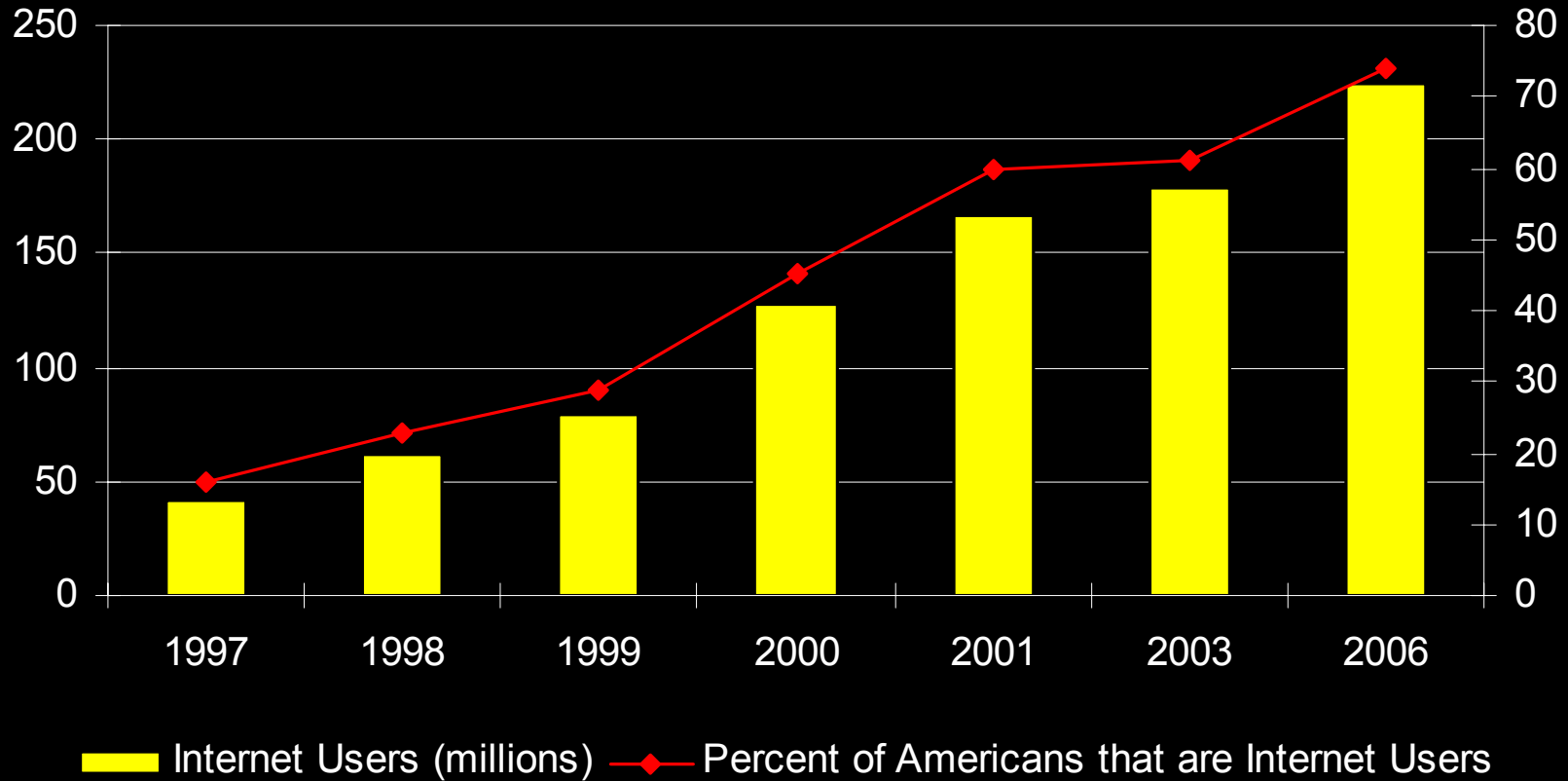
**Results:**

- Stimulated 10,000 calls over 3 months
- Resulted in 1,000 more units recalled



### Internet Usage 1997-2006

Information Source: NielsenNetRatings  
Projections Source: eTForecasts

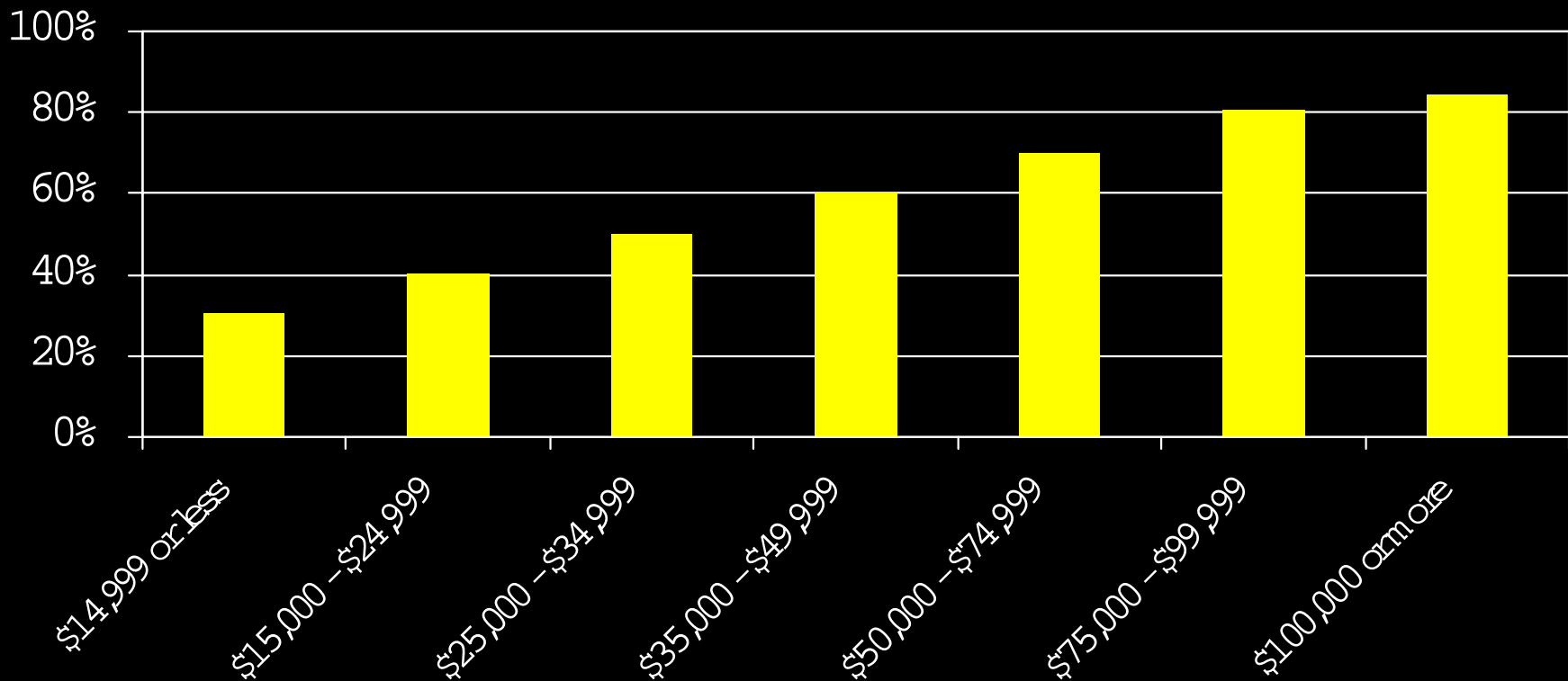


*A Majority of US Households have Internet Access*



### Incidence of online usage by income

Source: Harris Polls (national RDD telephone polls) October 2002-June 2003



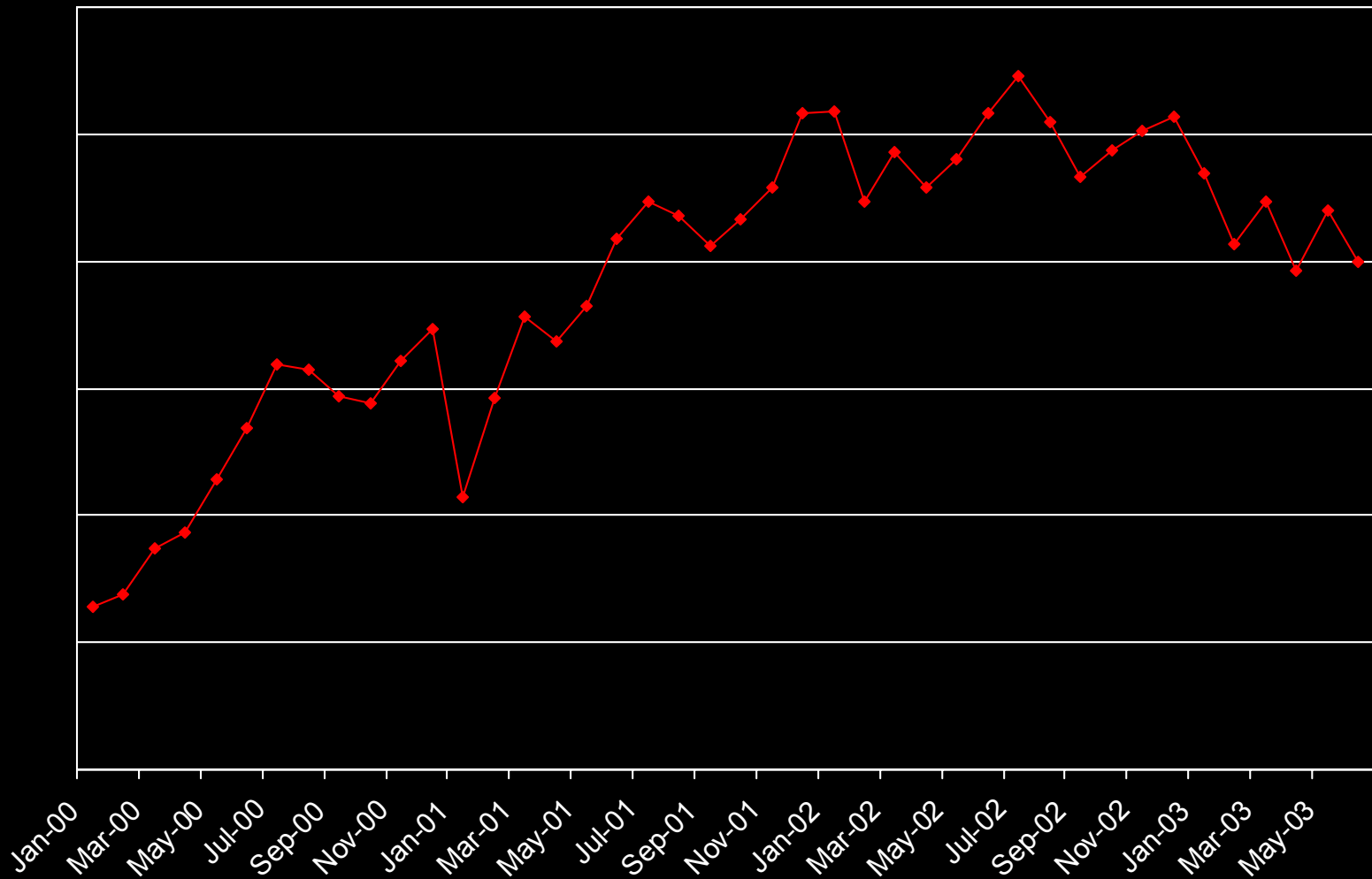
*As income increases, so does internet access*





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# Online Product Registrations



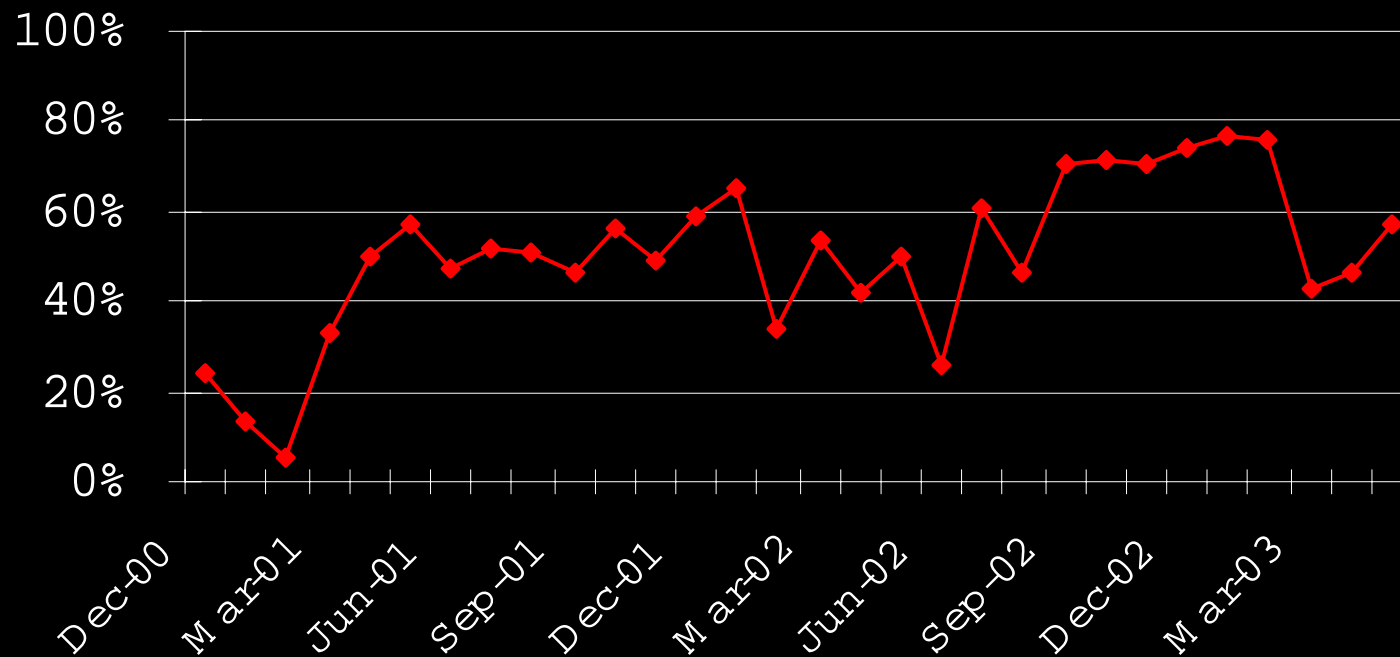
**Over 20k PRs completed online each month**



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*Dishwasher Recall Internet Data*

Web Hits as % of Total Contacts

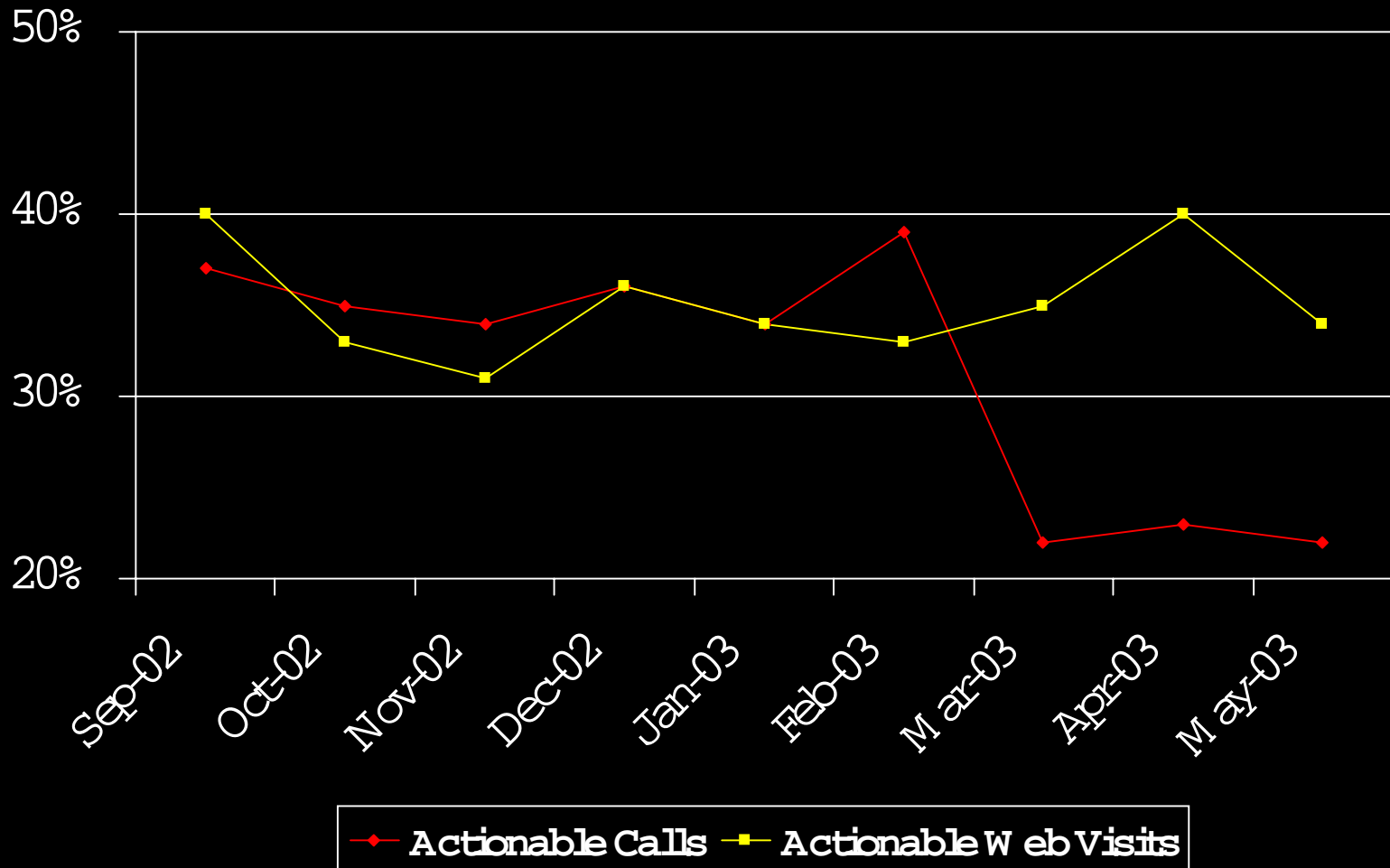


*Website takes over as information medium*



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Effectiveness of Dishwasher Recall Medium



Website as effective as traditional calls




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\*The Stevenson Company [See more Room Air Conditioners](#)

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