1. **INTRODUCTION**

Reverse logistics is an issue that has received growing attention, above all, in the last decade, given the confluence of several situations. On the one hand there is a verifiable concern about environmental matters and sustainable development. In this sense, several are the legal regulations that have been passed in a number of countries, being perhaps the pioneers, Germany (with its taking-back packaging and electronic devices regulations). And Netherlands (with its stringent automobiles laws) however, the effect has quickly spread out along Europe, USA, Japan and India among others. India is a new member in this club and its focusing reverse logistics in SMEs. Because in India there is another reason to use reverse logistics in SMEs is economic reasons, its contribution. By means of the returned products, companies stand the possibility of recovering either constituent material, which no longer needs to be purchased in the same quantities, or added-value. Whether the savings come only from materials purchasing costs or from materials, labor and overhead costs respectively, firm may are increasingly interested in being efficiently involved as market competition shrink more and more the margins. SMEs are of special importance to transition countries (like India) for a number of reasons. Firstly, they are able to provide economic benefits beyond the boundary of the individual enterprise in terms of experimentation, learning and adaptability. These characteristics are especially important in economies undergoing radical transformation such as has occurred in the formerly centrally planned countries. Secondly, in most transition countries, the SME sector was largely neglected and even discriminated against in the early transition period with emphasis placed on the rapid privatization of large scale enterprises and
not the development of the SME sector. This has arguably resulted in less resources and attention being paid to the needs of SME development.

### 1.1 CONCEPTUAL FRAME WORK

**Micro-enterprise**

A micro-enterprise is one where the investment in plant and machinery (their original cost excluding land, building and items specified by the Ministry of Small Scale Industries in its notification No. S.O. 1722(E) dated October 5, 2006) does not exceed Rs.25 lakh.

**Small enterprise**

A small enterprise is one where the investment in plant and machinery (see above) is more than Rs.25 lakh but does not exceed Rs.5 crore.

**Medium enterprise**

A medium enterprise is one where the investment in plant and machinery (see above) is more than Rs.5 crore but does not exceed Rs.10 crore.

The definition of MSMEs in the service sector is:

- **Micro-enterprise**: Investment in equipment does not exceed Rs.10 lakh
- **Small enterprise**: Investment in equipment is more than Rs.10 lakh but does not exceed Rs.2 crore
- **Medium enterprise**: Investment in equipment is more than Rs.2 crore
The Indian micro- and small-enterprises (MSEs) sector plays a pivotal role in the country's industrial economy. It is estimated that in value, the sector accounts for about 39 percent of manufacturing output and about 33 percent of total exports. In recent years, the MSE sector has consistently registered a higher growth rate than the overall industrial sector. The major advantage of the MSE sector is its employment potential at a low capital cost. According to available statistics, the sector employs an estimated 31 million people in 12.8 million enterprises; labor intensity in the MSE sector is estimated to be nearly four times that of large enterprises

REVERSE LOGISTICS

Reverse logistics stands for all operations related to the reuse of products and materials. It is "the process of planning, implementing, and controlling the efficient, cost effective flow of raw materials, in-process inventory, finished goods and related information from the point of consumption to the point of origin for the purpose of recapturing value or proper disposal. More precisely, reverse logistics is the process of moving goods from their typical final destination for the purpose of capturing value, or proper disposal. Remanufacturing and refurbishing activities also may be included in the definition of reverse logistics.

The reverse logistics process includes the management and the sale of surplus as well as returned equipment and machines from the hardware leasing business. Normally, logistics deal with events that bring the product towards the customer. In the case of reverse logistics, the resource goes at least one step back in the supply chain. For instance, goods move from the customer to the distributor or to the manufacturer.
VALUE IN THIS STUDY

Reverse logistics cost savings are the savings that the retailer incurs from implementing reverse logistics processes to support their returns policies by Jack, Powers and Skinner (2010). In this research that retailer can be replaced by the manufacturer or the company and it’s become the value for the manufacturer and company that is cost savings from implementing the reverse logistics activities in their organizations.

CLAIMING BACK STRATEGIES

More liberal returns policies, the increasing use of consignment inventory, shorter product life cycles and more demanding customers translate to more returned product by (Giuntini and Andal, 1995). Firms are being forced to find more efficient ways to reclaim, redistribute and/or dispose of returns by (Daugherty, Autry and Ellinger, 2001). In this research reasons for merchandise returns are considered the claiming back strategies, the different reasons by wholesaler; distributor and customer return their products.

1.2 RATIONALE OF THE STUDY

There are so many studies on the topic of logistics but small in reverse logistics specially for SMEs that is why researcher choose this topic for PhD by this researcher will try to find out the antecedents of the reverse logistics capabilities, value and claiming back strategies of the Gwalior Chambal region SMEs and their effect on each other and the organization those who are doing reverse logistics activities it’s giving them any cost saving or adding value for them and to know the what are the common
reasons by which products will be return to them and to know the direct effect the reverse logistics capabilities on value and indirect effect of reverse logistics capabilities through claiming back strategies on value so that the SMEs of Gwalior Chambal region inculcate these practices in their respective organizations to do the business in more effective and fruitful manner. At SMEs level none of them or few of them uses 6 sigma standards and because of this majority of them producing defective products in large quantity so they need to have reverse logistics in their organization this study will help them to access their reverse logistics capabilities, in nature natural raw material are limited and they need to focus on recycling of the defective products because future is only for this, the study will also motivate them to produce quality products and it will also reduce their reverse logistics cost.

2. REVIEW OF LITERATURE

Patricia, Chad and Alexander (2001) the main objective of their research was to study the relationship between resource commitments to reverse logistics and reverse logistics program performance in resource commitment to reverse logistics they consider two things first management resource commitment to reverse logistics second was financial resource commitment to reverse logistics and their effect on reverse logistics program performance in reverse logistics program performance they consider six things they are improved customer relations, environmental regulatory compliance, cost containment, improved profitability, recovery of assets (products) and reduced inventory investment and their effect on overall effectiveness of reverse logistics program. For this they conducted research on 212 catalog retailers selling electronics products and their results revealed that there is a significant correlations with
management resource commitment were found for four of the six reverse logistics program performance objectives namely management resource commitment was most strongly correlated with environmental regulatory compliance and other were reduced inventory investment, improved profitability and recovery of assets. Another result revealed that there was only one of the reverse logistics program performance objective out of six i.e. environmental regulatory compliance was significantly correlated with financial resource commitment and finally all the six of the reverse logistics program objectives were significantly correlated with overall effectiveness of the reverse logistics program.

**Eric, Thomas and lauren (2010)** The main objectives of their research was to study customer orientation, customer opportunism, increased levels of resource commitment and contractual arrangement are related to reverse logistics capabilities, to study reverse logistics capabilities are related to reverse logistics cost savings. For this they conducted a research on 1429 respondent’s tools that they applied for the purpose of data analysis was reliability, validity, EFA, CFA, SEM and Multiple Regression results reveals that customer orientation was not significantly related to reverse logistics capabilities but customer opportunism, increased levels of resource commitment and contractual arrangements were significantly related to reverse logistics capabilities and reverse logistics capabilities were also significantly related to reverse logistics cost savings. They also performed a post hoc analysis to evaluate how reverse logistics capabilities mediated the relationship between the reverse logistics cost savings and four antecedents (customer orientation, customer opportunism, resource commitment and contractual arrangements) results revealed that resource
commitment, contractual arrangements and cost savings were partially mediated by reverse logistics capabilities but for customer orientation reverse logistics capabilities was not a mediator.

Patricia, Matthew and R. (2002) the main objectives of their research was to study the relationship between information system support and reverse logistics program performance, in information system support they included three things they are capability, compatibility and technologies, in reverse logistics program performance they included two things they are operating/financial performance and satisfaction, their second objective was to study the moderating effect of relationship commitment in between the relationship of information systems support and reverse logistics program performance, for this they conducted a research on 71 respondents from electronic segment their results revealed that operating/financial performance and satisfaction of reverse logistics program was not directly influenced or related by information systems support capability, compatibility and technologies. Another results revealed that relationship commitment was a significant moderator between operating/financial performances of reverse logistics program and information system support capability and compatibility however relationship commitment was not a significant moderator between satisfaction of the reverse logistics program and information system support capability, compatibility and technologies also relationship commitment not playing a role of significant moderator between operation/financial performance of reverse logistics program and information system support technologies.
2.1 OBJECTIVES OF THE STUDY

- To identify the factors underlying reverse logistics capabilities, values and claiming back strategies.
- To develop a model of reverse logistics capabilities, values and claiming back strategies and evaluate the relationship which shown in the model.
- To test the model.
- To evaluate the mean difference of the firm running since from towards reverse logistics capabilities, value and claiming back strategies.
- To open new vista for further study.

![Proposed Model](image)

**Figure1:** Proposed Model, Showing the relationship between different variables which need to be tested

2.3 NULL HYPOTHESIS

**H01:** There is no significant cause and effect relationship between reverse logistics capabilities and vale (cost savings).

**H02:** There is no significant cause and effect relationship between reverse logistics capabilities and claiming back strategies.
**H03:** There is no significant cause and effect relationship between claiming back strategies and value (cost savings).

**H04:** There is no significant mean difference of the firm running since from towards reverse logistics capabilities.

**H05:** There is no significant mean difference of the firm running since from towards value (cost savings).

**H06:** There is no significant mean difference of the firm running since from towards claiming back strategies.

3. RESEARCH METHODOLOGY

3.1 THE STUDY

The study was empirical in nature and field survey method was used to complete the study.

3.2 THE SAMPLING DESIGN

3.2.1 Population

Population was all SMEs of Gwalior Chambal region.

3.2.2 Sampling size

Sample size was of 420 SMEs of Gwalior Chambal region.

3.2.3 Sampling element

Individual SMEs respondents were the sampling element.
3.2.4 Sampling technique:

Purposive non random sampling technique was used.

3.3 TOOLS USED FOR DATA COLLECTION

For the purpose of data collection, to measure reverse logistics capabilities scale was developed on the basis of scale developed by many authors (Eric, Thomas and Lauren 2010; Ho, Choy, Lam and Wong 2012; Daugherty, Myers and Richey 2002), to measure value scale was developed on the basis of scale developed by authors (Jack, Powers and Skinner 2009), to measure claiming back strategies scale was developed on the basis of scale developed by (Patricia, Chad and Alexander 2001 ) would be on Likert-type scale 1 to 5, where 1stands for minimum agreement and 5stands for maximum agreement was used.

3.4 TOOLS USED FOR DATA ANALYSIS:

- Reliability test was applied to check the reliability of the questionnaire with the help of Croanbach’ Alpha
- Validity test face validity, convergent validity and discriminant validity test was applied to check the validity of the questionnaire.
- Exploratory Factor analysis was applied using SPSS 18.
- Confirmatory factor analysis was applied using AMOS
- Structural equation Modeling was applied using AMOS
- KRUSKAL-WALLIS ‘H’ test was applied to evaluate the mean difference of the firm running since from towards reverse logistics capabilities, value and claiming back strategies.
4. RESULTS AND DISCUSSIONS

Table 1: Cronbach’s Alpha Reliability Statistics

<table>
<thead>
<tr>
<th>Measures</th>
<th>Cronbach’s Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reverse Logistics Capabilities</td>
<td>0.935</td>
<td>25</td>
</tr>
<tr>
<td>Value</td>
<td>0.855</td>
<td>5</td>
</tr>
<tr>
<td>Claiming Back Strategies</td>
<td>0.900</td>
<td>12</td>
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Table 2: KMO and Bartlett's Test of Sphericity

<table>
<thead>
<tr>
<th>Measures</th>
<th>KMO</th>
<th>Bartlett’s Test</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Appox Chi Square</td>
<td>DF</td>
</tr>
<tr>
<td>Reverse Logistics Capabilities</td>
<td>0.912</td>
<td>6334.416</td>
</tr>
<tr>
<td>Value</td>
<td>0.719</td>
<td>1129.883</td>
</tr>
<tr>
<td>Claiming Back Strategies</td>
<td>0.845</td>
<td>3403.524</td>
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</table>

Table 3: CFA Results of Reverse Logistics Capabilities

<table>
<thead>
<tr>
<th>Criteria</th>
<th>X²</th>
<th>DF</th>
<th>P-Value</th>
<th>CMIN/DF</th>
<th>GFI</th>
<th>RMSEA</th>
<th>NFI</th>
<th>CFI</th>
<th>AGFI</th>
<th>TLI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Obtained Value</td>
<td>24.396</td>
<td>21</td>
<td>0.274</td>
<td>1.162</td>
<td>0.988</td>
<td>0.020</td>
<td>0.980</td>
<td>0.973</td>
<td>0.973</td>
<td>0.995</td>
</tr>
<tr>
<td>X²</td>
<td>Chi-Square</td>
<td>DF- Degrees of Freedom</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GFI</td>
<td>Goodness of Fit Index</td>
<td>RMSEA- Root Mean Square Error of Approximation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NFI</td>
<td>Normated Fit Index</td>
<td>CFI- Comparative Fit Index</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AGFI</td>
<td>Adjusted Fit Index</td>
<td>TLI- Tucker – Lewis Index</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4: CFA Results of Claiming Back Strategies

<table>
<thead>
<tr>
<th>Criteria</th>
<th>X²</th>
<th>DF</th>
<th>P-Value</th>
<th>CMIN/DF</th>
<th>GFI</th>
<th>RMSEA</th>
<th>NFI</th>
<th>CFI</th>
<th>AGFI</th>
<th>TLI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Obtained Value</td>
<td>21.4</td>
<td>11</td>
<td>0.135</td>
<td>1.949</td>
<td>0.985</td>
<td>0.048</td>
<td>0.988</td>
<td>0.994</td>
<td>0.962</td>
<td>0.988</td>
</tr>
<tr>
<td>X²</td>
<td>Chi-Square</td>
<td>DF- Degrees of Freedom</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GFI</td>
<td>Goodness of Fit Index</td>
<td>RMSEA- Root Mean Square Error of Approximation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Figure 2: SEM model showing relationship between variables

Table 5: SEM Results

<table>
<thead>
<tr>
<th>Criteria</th>
<th>X²</th>
<th>DF</th>
<th>P- Value</th>
<th>CMIN/ DF</th>
<th>GFI</th>
<th>RMSEA</th>
<th>NFI</th>
<th>CFI</th>
<th>AGFI</th>
<th>TLI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Obtained Value</td>
<td>17.5</td>
<td>11</td>
<td>0.187</td>
<td>1.589</td>
<td>0.988</td>
<td>0.037</td>
<td>0.988</td>
<td>0.995</td>
<td>0.969</td>
<td>0.991</td>
</tr>
</tbody>
</table>

X²: Chi- Square
DF: Degrees of Freedom
GFI: Goodness of Fit Index
RMSEA: Root Mean Square Error of Approximation
NFI: Normated Fit Index
CFI: Comparative Fit Index
AGFI: Adjusted Fit Index
TLI: Tucker – Lewis Index
Table 6: Kruskal-Wallis H test

<table>
<thead>
<tr>
<th>Measures</th>
<th>Chi Square</th>
<th>Df</th>
<th>Asymp. Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reverse Logistics Capabilities</td>
<td>40.104</td>
<td>4</td>
<td>.000</td>
</tr>
<tr>
<td>Value</td>
<td>17.021</td>
<td>4</td>
<td>.002</td>
</tr>
</tbody>
</table>

5. LIMITATIONS, SUGGESTIONS, IMPLICATIONS AND FINDINGS

5.1 LIMITATIONS, SUGGESTIONS OF THE STUDY

- The limitation of the study is that it was done on all the sectors of the firms rather than specific sector like textile, electronics and plastic etc. So it is suggested that it can be done sector specific and then comparison can be done on sector specific.

- The limitation of the study is that since it was done on all sectors so the relationship between all the variables was in general and because of this within the groups the relationship between the variables was not calculated means 0 to 5 years old firms the relationship between all the variables, 6 to 10 years old firms the relationship between all the variables, 11 to 15 years old firms the relationship between all the variables, 16 to 20 years the old firms the relationship between all the variables and 20 years and above old firms the relationship between all the firms. So it is suggested that it can be done sector specific and relationship between all the variables can be calculated across all the groups.

- The limitation of the study is that in this study ANOVA was not applied due because of assumption of ANOVA was violated due to because of Post Hoc test was not applied to compare the mean difference with one group to another in all the five groups in other words multiple comparison was not performed. So it is
suggested that ANOVA can be apply by full fill the assumption of the ANOVA and that can be done by increasing the same size

- The limitation the study is that mediation effect of claiming back strategies on reverse logistics capabilities to value was not calculated. So it is suggested that mediation effect can be calculated by applying Sobel Test.

- The limitation of the study is that it was done only in Gwalior Chambal Region only so it is suggested that if this study can be replicated by using demographics variables and geographic variables adequate results can be obtained another suggestion is that it can be done in other parts of the country as well.

- The limitation of the study is that it was done only on 420 sample size so it is suggested that sample size can be increase for batter results.

5.2 IMPLICATIONS OF THE STUDY

5.2.1 Implications for the Researchers

- The study is intended to be useful contribution to researchers to understand the relationship of reverse logistics capabilities with value (cost savings), relationship of reverse logistics capabilities with claiming back strategies and relationship of claiming back strategies with value (cost savings).

- The study is intended to be useful contribution to researchers to understand the mean difference of the firm running since from towards reverse logistics capabilities, value and claiming back strategies.
• The study is intended to be useful contribution to researchers to understand if assumption of ANOVA test was violated then what kind of test or tool need to be used.

• The study is intended to be useful contribution to researchers to understand the factors affecting reverse logistics capabilities and claiming back strategies.

• The study is intended to be useful contribution to researchers to understand what is convergent validity? And how it is used and interpreted.

• The study is intended to be useful contribution to researchers to understand what is discriminant validity? And how it is used and interpreted.

• It is also intended to be useful contribution to researchers for further research because it provide link between theory and practice.

5.2.2 Implications for the Industries

• The study is intended to be useful contribution to industries to understand in reverse logistics capabilities factors namely input factors, output factors, information support system and human resource support which one is more important like in this study input factors is more important because its having highest loadings amongst all factors (5.810) and to understand what items contributing to input factors so that they can increase their reverse logistics capabilities of their respective industries like in this study reliable business partners, information sharing system, support from upstream players, use bar code system, daily download of information, timelines of information, formatted to
facilitate usage, sufficient financial resources, internal connectivity /compatibility, support from the investors and accuracy of information converged Input Factors and the highest ranking been given to the item reliable business partners with (0.795) of loads and lowest to the item accuracy of information with (0.542) of loads.

- The study is intended to be useful contribution to industries to understand in claiming back strategies factors namely defective merchandise, repairs needed and supply chain players return which one is more important like in this defective merchandise is more important because its having highest loadings amongst all factors (3.768) and to understand what items contributing to defective merchandise so that their claiming back strategies become more effective of their respective industries like in this study individual attention, avoid of repackaged, Try to recycle it, sold it as scrap from, Take pleasure and Problem is important to me converged to defective merchandise and the highest ranking been given to the item individual attention with (0.854) of loads and lowest to the item Problem is important to me with (0.575) of loads.

- The study is intended to be useful contribution to industries to understand the importance of claiming back strategies on value (cost saving) because in this study reverse logistics capabilities directly does not affect value (cost savings) but indirectly it affecting vale (cost saving) through claiming back strategies in other words the industries those who are following the reverse logistics and those who want to follow it if they want vale (cost savings) in their reverse logistics programs then they need give emphasis on claiming back strategies.
5.2.3 Implication for the Society

- The study is intended to be useful contribution to society in a manner if the industries follow the recommendation of the study then they able to use effectively the capabilities of their reverse logistics and also able to manage their claiming back strategies more effectively that will enhance their value (cost savings) and this cost reduction or value they can transfer to their customer and this also motivate them to produce quality product in both situation ultimately customer is being benefited by this.

5.3 Findings

The empirical study is based on a survey of 420 SME’s of Gwalior Chambal Region belonging in different location of the Gwalior and Chambal region the variables of the study were the reverse logistics capabilities, value (cost savings) and claiming back strategies. The objectives of the study were to identify the factors underlying reverse logistics capabilities, values and claiming back strategies, to develop a model of reverse logistics capabilities, values and claiming back strategies and evaluate the relationship which shown in the model, to test the model to evaluate the mean difference of the firm running since from towards reverse logistics capabilities, value and claiming back strategies to open new vista for further study. The result of EFA indicate that in reverse logistics capabilities four factors were emerged namely input factor (11 items), output factor (7 items), information support system (3 items) and human resource support (4 items) out of which input factor having highest loadings, in claiming back strategies three factors were emerged namely defective merchandise (6
items), repairs needed (4 items) and supply chain players return (2 items) out of which defective merchandise having highest loadings and value resulted in one factor. The result of CFA indicated that in reverse logistics capabilities to improve goodness of fit some items were dropped from some factors and the final composition of factors were input factor (2 items), output factor (2 items), information support system (2 items) and human resource support (3 items), model was fit and reverse logistics capabilities variable possesses convergent validity and discriminant validity; the results of CFA of claiming back strategies indicated that to improve goodness of fit some items were dropped from some of the factors and the final composition of the factors were defective merchandise (2 items), repairs needed (3 items) and supply chain players return (2 items), model was fit and claiming back strategies possesses convergent validity and discriminant validity; CFA was not applied on value because of their was only one factor emerged in the value.

Results of SEM indicated that model was fit and null hypothesis no 1 i.e. there is no significant cause and effect relationship between reverse logistics capabilities and value was supported, they are not related results indicated that the relationship was insignificant null hypothesis was not rejected in other words there is no significant cause and effect relationship between reverse logistics capabilities and value; null hypothesis no 2 i.e. there is no significant cause and effect relationship between reverse logistics capabilities and claiming back strategies was not supported, they are related results indicated that the relationship was significant and null hypothesis was rejected in other words there is significant positive cause and effect relationship between reverse logistics capabilities and claiming back strategies; null hypothesis no
3 i.e. there is no significant cause and effect relationship between claiming back strategies and value was not supported, they are related results indicated that the relationship was significant and null hypothesis was rejected in other words there is significant positive cause and effect relationship between claiming back strategies and value.

Results of Kruskal-Wallis H test indicated that null hypothesis no 4 i.e. there is no significant mean difference of the firm running since from toward reverse logistics capabilities was not supported, their difference was significant and null hypothesis was rejected in other words there is significant mean difference of the firm running since from toward reverse logistics capabilities and firm reverse logistics capabilities were higher for those firms which are 6 to 10 years old and lowest for the firms those are 0 to 5 years old; null hypothesis no 5 i.e. there is no significant mean difference of the firm running since from toward value was not supported, their difference was significant and null hypothesis was rejected in other words there is significant mean difference of the firm running since from towards value firms value were higher for those firms which are 6 to 10 years old and lowest for the firms those are 20 years and above old; null hypothesis no 6 i.e. there is no significant mean difference of the firm running since from towards claiming back strategies was not supported, their difference was significant and null hypothesis was rejected in other words there is significant mean difference of the firm running since from towards claiming back strategies and claiming back strategies were higher for those firms which are 6 to 10 years old and lowest for firms those are 20 years and above old.
The conclusion drawn from this research lead to recommendations for a series of action which if adopted would help to establish the reverse logistics capabilities, value (cost savings) and claiming back strategies in SME’s of Gwalior Chambal region which would improve the reverse logistics capabilities, value (cost savings) and claiming back strategies of the SME’s of the region. The analysis reveals that the reverse logistics capabilities directly not effecting value (cost savings) of the SME’s but indirectly through claiming back strategies reverse logistics capabilities effecting value (cost savings) of the SME’s of Gwalior Chambal region.

REFERENCES

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