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REVERSE LOGISTICS DIGITAL magazine®



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Expo Brazil
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U.S.: \$18
Canada: \$35
International: \$70

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BPA Worldwide Membership Applied for March 2009. Printed in the U.S.A.

ISSUE 3 VOLUME 6
REVERSE LOGISTICS MAGAZINE (ISSN 1934-3698) is published bi-monthly for \$18.00/per year by Reverse Logistics Association located at 441 W. Main Suite D, Lehi, UT 84043-2024. Periodical Postage Paid at Lehi, UT 84043 and additional mailing offices.

Edition 27 published March 2011.

The information presented in this publication has been provided by corporations and is believed to be accurate; the publisher cannot assure its completeness or accuracy.

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RL Magazine will publish 12 issues annually — 6 printed editions and now with 6 new digital editions!

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by André Luiz Pereira

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Message from the Editor

In 2008, I was in Beijing for the Summer Olympics. Being a proud Canadian citizen, I went over to the Canadian tent which displayed the process and layout Vancouver was going through for the 2010 Winter Olympics. As I walked around the building looking at all the displays, it was apparent that they were trying very hard to implement a green and environmentally sustainable plan.

One area I found especially interesting was the refrigeration system for ice surfaces. It was a sustainable technology developed specifically for the Vancouver Olympic and Paralympics Centre.

Heat generated from the refrigeration plant was to be recovered and reused to heat other areas of the building, reducing energy consumption by 50%.

In 2010, I was one of thousands of supportive Canadians in attendance at the Winter Olympics in Vancouver and saw firsthand some of the sustainable processes that were put in place. The roof of the Richmond Oval (ice track) was made of wood salvaged from trees killed by the Mountain Pine Beetle - an insect that has threatened 80% of BC's pine forest. The use of the damaged wood shows how this material can be used instead of wasted, and saves healthy forests from being cleared. The roof also was used to collect water to irrigate the surrounding landscaping and trees, and to provide water for bathroom toilets.

The Olympic village had 1,100 apartments, plus commercial space for shops and restaurants, and since the Olympics, as intended it has become a residential neighborhood for 3,000 people.

Two percent of the materials used in the Olympic medals came from cathode ray tube glass, computer parts, circuit boards, and other trashed tech. Each bronze medal contained just over one percent e-waste, and the silver medals contained small traces of recycled electronics. This was the first time recycled materials had been used in Olympic medals.

All in all, I had a great time and I saw as many events as I could. Thanks to these efforts, I didn't feel so guilty about my added carbon footprint and was proud to see what could be accomplished when an RL mentality was applied to an Olympic venue.

Lyndsey Turner, Editor
Editor@RLA.org



OUR MISSION

Our mission is to educate and inform Reverse Logistics professionals around the world. RLA focuses on the reverse logistics processes across all industries. No matter the industry — High Tech, Consumer Electronics, Automotive, Medical/Pharmaceutical, Food and Beverage, Apparel, or other — our goal is to provide RL process knowledge to all industries. We want to educate everyone about the Reverse Logistics processes that are common to all industries and to

be a catalyst for innovation in developing and implementing new RL processes. We have been and will continue to provide our services to the industry at a moderate price.

Managing the latest information in services such as repair, customer service, parts management, end-of-life manufacturing, service logistics, field service, returns processing and order fulfillment (just to name a few) can be a little intimidating, to say the least. Yet that is exactly

what the Reverse Logistics Association provides through our membership services. We serve manufacturers and retailers in a variety of settings while offering ongoing updates on market trends, research, mergers and acquisitions and potential outsourcing opportunities to 3PSPs. We have gained the attention of 3PLs like FedEx, DHL, USPS and UPS. 3PSPs like Teleplan, Foxconn, Flextronics, Canon, Sony and Jabil, along with small- and medium-sized service providers have found that RLA resources help

advertise their services to a regional and global audience. OEMs like Microsoft, HP, RIM, and Sony, along with Retailers like Wal-Mart, Canadian Tire, Tesco and Best Buy all participate at our events. Through RLA Events, RLA Connect services and our publications — RL Magazine and the Weekly News Clippings email — we help OEMs, ODMs, Branded and Retail companies find service partners and solutions providers that were previously unknown to them.

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Hotel Okura Amsterdam received the Green Key for meeting the strict demands that this international sustainability label maintains for the hotel/conference category. The Green Key is the most important international sustainability label for companies in the tourism and leisure industry.

**Two concentrated
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The Reverse Logistics Association Conference & Expo kicks off on Monday with workshops and committee meetings. Tuesday and Wednesday's events include the opening of the exhibit hall, the keynote address, sessions presented by RL professionals, leading academics and interactive panel discussions.

Session topics include "Controlled Reverse Chains for End-of-Life Products," "Returns Management and Asset Recovery" and "Challenges and Compliance with Cross Border Commerce." A wide range of Reverse Logistics companies will be in attendance from repair/refurbishing to recycling/e-waste and transportation logistics.

Be sure to visit the Exhibition Hall where OEMs, ODMs and Retailers will be looking for Third Party Service Providers that can manage Reverse Logistics in Europe and around the world. This is a rich opportunity for OEMs and Branded companies to identify future service partners among the many exhibitors showcasing their Reverse Logistics solutions.

For more information, visit: www.RLASHows.org



**REVERSE
LOGISTICS
ASSOCIATION**
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& EXPO

Message from the Publisher

Inclusive or Exclusive



Almost every week I'm asked how the association is doing, which is exciting to respond to! Another question is how the industry did last year, of course I always ask, which industry, because the RL process is found in every industry.

So first to answer the association question; the association increased in total membership, year over year in 2010 and we expanded into South America with the launch of our event in Sao Paulo, Brazil. It was a challenging but rewarding year. The second question is interesting because the answer has 2 parts. First, the need for RL professionals is growing every day and the cost savings found by those professionals is astronomical. But at a time when budget cuts were implemented to keep companies afloat, many RL budgets were also cut because they report into the logistics departments. Do you see the same irony in that as I do? The very objective that everyone was looking for, "cash", which could be generated by beefing up RL budgets, was overlooked due to budget cuts. I am sure everyone understands this crazy dilemma, yet that is the world of RL.

So now to the reason for the title of my editorial, Inclusive or Exclusive; just as many companies missed the very objective of finding cash to keep their companies running, I see the same philosophy when it comes to marketing in the RL space. Over and over again so many "3rd Party Service Providers" try to hide customers from one another, as if their competitors are unhooked from all forms of communication.

I'm repeatedly told that 3PSPs don't want to invite their key OEM or Retail clients to a conference a competitor is attending, so they don't invite them, even when the 3PSP is exhibiting. Yet their competitors are doing just that, inviting potential clients with the hope of building a relationship with them for the future. Doesn't it seem natural that to strengthen a relationship with present clients you would invite them to every event where you exhibit? Put yourself in the client's shoes, if they aren't invited, what conclusion would this lead you to? "Perhaps the company I am doing business with is sheltering me from competition because they don't have best practices, and they're afraid of losing to someone better."

So to you OEM, Cell Phone Providers and Retailers; surely your vendor is intelligent enough to know that you chose them because you want them as a partner. One that will continue to find new and better ways to reduce costs and process times, and that the partnership is based upon trust to work as a team!

If they are leaving you off the invitation list, please remind them why you chose them, and that as a team member, they shouldn't shy away from competition, they should embrace it.

The next time you are thinking about excluding someone from your invitation list, think again. Including everyone will always result in a better return on investment.

Gailen Vick
RLA Executive Director
www.RLA.org

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Board of Advisors

A Board of Advisors comprised of industry experts has been set up to monitor and assist the Reverse Logistics Association management team in making informed decisions. Advisors include:



Jack Allen – Scientific Atlanta, a Cisco Systems company

Jack Allen currently serves as Director of Global Supply Chain Processes at Scientific Atlanta. In his role, Jack is responsible for the creation, development and performance of Scientific-Atlanta's supply networks in the United States and internationally. His leadership and commitment to the recent success of several product and distribution center transfers, the development of a cross functional supply chain team and the development of an integrated forecasting/production planning/procurement supply chain planning process resulted in the improvements in Scientific-Atlanta's supply chain and significant annual savings for Scientific-Atlanta.



Christopher Gant – FedEx

Chris Gant is Director for FedEx Supply Chain Sales. He is responsible for all business development strategy and execution for both the FedEx Supply Chain Systems and FedEx Emerging Products Sales teams.

A 20-year veteran of transportation, logistics and electronic commerce, Chris has extensive expertise in the development and delivery of complex supply chain solutions for some of the world's largest corporations inclusive of both Forward and Reverse Logistics. He began his career with FedEx Ground (formerly RPS) in 1989 as an operations coordinator before joining the company's sales team in 1991. He quickly rose through the sales leadership ranks, holding the posts of area sales manager, district sales manager and senior national account manager for FedEx Ground.



Edwin Heslinga – Microsoft

Edwin is currently Director of Reverse Logistics Programs and Policies for Microsoft Devices. In his position Edwin is responsible for development and enforcement of policies surrounding returns and all related costs to the returns and is also involved in the Customer Satisfaction Continuous Improvement Council. Working with

Microsoft Call Center and the Microsoft Manufacturing Operations Edwin is driving the improvement of consumer satisfaction through agent assisted support and on-line support while managing the costs.

Prior to working for Microsoft Edwin worked for Jabil Global Services as the Director of IT Solutions, where he worked with various teams on the proposal and implementation of reversed logistics services for various companies at the Jabil factories around the world.



Charles Johnston – WAL-MART Stores, Inc.

Charles Johnston is General Manager at the Bentonville Return Center, WAL-MART Stores, Inc. Chuck has been with WAL-MART for the past 14 years and his responsibilities include Returns, Imports, Exports, Tires and Printing and Mailing Distribution.



Hartmut Liebel – Jabil Global Services

Hartmut Liebel was named President, Jabil Global Services (JGS), in October 2004. He joined Jabil as Executive Vice President in July 2002 and was named Chief Operating Officer in October 2003.



Bernie Schaeffer – Motorola

Bernie Schaeffer is corporate vice president of Post Sales Support for Motorola Mobility. His global organization is responsible for providing both in- and out-of-warranty repair services to both consumers and carriers, provides consumer support services through call center, web access and on-device solutions, is the fulfillment engine for value-added services, manages asset recovery on equipment returns and is the source of information on product field reliability.



Doug Schmitt – Dell

Doug Schmitt serves as VP of Dell's Global Field Delivery organization with international responsibility for global break/fix field engineers, same day service delivery,

spare parts depots, parts planning, service logistics, repair, reverse logistics and Dell's global command centers. In addition to Doug's role as VP Global Field Delivery he has responsibility for Americas Support Services. Previously, Doug held executive and senior management positions in service and finance at Dell, Inc.

Doug came to Dell in 1997 from Sequent Computer Systems where he held various senior level finance positions. Before Sequent, Doug worked in the banking sector.



Tony Sciarrotta – Philips Consumer Electronics

Tony is Director of Returns Management at Philips Consumer Electronics North America. In this position, Tony leads returns reduction and entitlement initiatives for mainstream consumer electronics, and is also currently concerned with further driving the implementation of electronic registration for Philips products at leading retailers. Working with Philips Sales, Service, Marketing, and the Philips Business Excellence Group, Tony is helping drive several teams to improve the consumer experience and subsequently reduce the high rates of products returned with no defect found.



Susan Wackerman – Hewlett-Packard Company

Susan Wackerman is currently a Sr. Operations Manager in the Americas Supply Chain for HP's Imaging and Printing Group. In her position, Susan is responsible for the Recycling Operations for HP Americas and the Returns Operations / Remarketing for HP Americas Imaging and Printing Group. This includes supply chain development, reverse logistics, disposition and processing, refurbishment, resale, channel management. For Recycling Operations her product responsibilities cover all HP product categories including inkjet and laser printing, digital imaging, supplies, scanners, shared printing, PCs, notebooks, desktops, servers.

Complete biographies of Advisory Board Members are available from the RLA site at: www.ReverseLogisticsAssociation.org/company_advisory.php



Reverse Logistics Association Industry Committees



Industry Committees are set up to provide a standing forum for Reverse Logistics Professionals to meet on a regional and global basis and discuss common Reverse Logistics issues at the RLA Conferences & Expos. Industry Committees educate the industry on reverse logistics:

- “Best Practices”
- Consumer Satisfaction Issues
- Regulations on a Worldwide & Regional Basis
- Processes that can Reduce Costs

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- Marine Electronic Equipment
- Notebook/PC
- Office Equipment
- Photographic & Optical Equipment
- Televisions & Display Devices – Brown Goods

Join today at www.RLA.org

Focus Committees & Regional Focus continued on to page 21





RLA Conference & Expo São Paulo, Brazil

REVERSE LOGISTICS ASSOCIATION CONFERENCE & EXPO

**Workshops - April 26, 2011
Conference & Expo - April 27-28, 2011**

 We are pleased to announce the RLA Conference & Expo Brazil in April 2011! Companies from all over the world and especially South America & Central America along with many other international delegates will be in attendance. ODMs, OEMs, Branded Companies and Retailers will be looking for 3PSPs that can manage Reverse Logistics in South & Central America.

 Temos o prazer de anunciar a Conferência e Exposição RLA Brasil em Abril 2011! Empresas do mundo inteiro e principalmente da América do Sul e Central junto com muitos outros delegados internacionais, estarão presentes. ODMs, OEMs, Companhias de Marca e Varejistas da América do Norte e Sul, Europa e o Extremo Oriente estarão procurando Empresas Terceirizadas que lidam com a Logística Reversa

 Nos complace anunciar la Conferencia y Exposición RLA Brasil en abril de 2011! Empresas de todo el mundo y especialmente América del Sur y Centroamérica, junto con muchos otros delegados internacionales estarán presentes. Fabricantes ODM e OEM, minoristas y empresas de marca de la América del Norte y del Sur, Europa, y del Extremo Oriente estarán buscando terceros que puedan gestionar la logística inversa.

São Paulo Airport Marriott Hotel - An excellent location next to the São Paulo International Airport with courtesy hotel/ airport/hotel transfer.



Be sure not to miss some of our exciting sessions & workshops



Euripedes Gomes, LAR Go to Market Supply Chain Manager, End-to-End Product Life Cycle Management



Leonardo Mainardi, Repair Vendor Manager, Repair Operation of Products Out of Warranty



Nick Patterson, Senior Operations Manager, RL Packaging



Paulo Oliveira, Sr. Brazil Post Sales Support Manager



Paul Fields, Education Director Where We Are, Where We Are Going, and How You Can Get There



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For more information contact Dr. Paul J. Fields, Director of Education, by e-mail at fields.phd@rla.org, or call him directly at 801-888-9798.

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Reverse Logistics as a Legal Demand in Brazil: The New Solid Waste Act

Logística reversa como uma demanda jurídica no brasil: Nova lei de resíduos sólidos - PAGE 14

by André Luiz Pereira

INTRODUCTION

In Brazil, at 2008, only 27.7% of the cities surveyed laid their Solid Waste in sanitary landfills¹. Nearby 22.5% of the cities deposited trash in controlled landfills, and 50.8% intended to discard it in open dumps. The majority of municipal solid waste collected in the Brazilian cities do not receive adequate final destination, being dumped in non-

ruled dumps without treatment nor receiving inhibitory pollutants effects neutralization².

Reverse Logistic must be a prerogative in Brazil, as strategy to deals with the amounts of waste. Reverse logistic can also improve Brazilian competitiveness, as part of a way to upgrade the quality of

products produced there.

The Council of Supply Chain Management Professionals (2010) defines Reverse logistic as “A specialized segment of logistics focusing on the movement and management of products and resources after the sale and after delivery to the customer. Includes

product returns for repair and/or credit”³. According to Rogers and Timber-lemcke, Reverse logistic 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. By that, the new Brazil’s solid waste act – which sets the legal basis for reverse logistic - is discussed. It’s called, in a literal translation “Nation Policy on Urban Solid Waste”.

RESULTS

Since the 1968 General Assembly of the United Nations (UN), many discussion of the human environment and their solutions are mentioned. August 2nd, 2010 was a milestone in waste management in Brazil: was approved the law 12,305, which rules the Solid Waste Act. The model of waste management which is established in the country resembles many foreign experiences and brings the reverse logistic to the forefront.

After then, the issue of waste in Brazil, according to the legal responsibilities of the actors involved was a complex and difficult matter to define. Now the government, companies and society are formally responsible for all “waste chain” and its consequences. This relationship is not required just to outsourcing solutions or allocation to third parties providers, except in the case of home generators, which is a progress.

The reverse logistic became a national prerogative, requiring manufacturers, importers, distributors and marketers of certain products to develop actions, procedures and means to facilitate the collection and recovery of manufacture waste, for reuse in their economic cycle or productive cycles and different environmentally appropriate disposal. The major group related to reverse logistics supply chain nodes are, according to the “Nation Policy on Urban Solid Waste”:

1. Pesticides, their waste and packaging as well as other products whose packaging after use, may be considered hazardous waste, ruled by hazardous waste management provided by law or ruled in standards set by government or technical standards;
2. Batteries;
3. Tires;
4. Lubricating oils, their waste materials and packaging;
5. Fluorescent lamps, sodium vapor and mercury and mixed lighting;
6. Electronic products and its components.

The definition of reverse logistics expressed in the law extends this original law scope. It is believed that with the increase of technological options for recycling and processing available in the country, the above list may be expanded in a near future. The list does not limit the products that can be part of reverse logistic, just express the first focus.

With the creation of the reverse logistics database systems (inventories, declaratory annual solid waste system, the National Information Systems, registers and licenses databases), it will be possible in the future to have many waste information, facilitating the creation of eco-efficiency parks in which waste from one company become primary material for another organization and there is an industrial symbiosis.

The state assumes an important role by encouraging the formation of rearrangements which integrates the waste management mentioned above. Among the instruments stand out as tax incentives, financial and credit in the tax field, the scientific and technological research, in cooperatives to promote recycling and other forms of reuse, in health, environmental and agricultural sectors, the resources of the National environmental, scientific and technological development, the importance of continuing education and training; in providing credit lines for infrastructure projects, recycling, reverse logistics, decontamination of contaminated areas and others. Therefore reiterates its role of acting besides in minimizing the harm resulting from the disposal of waste without exempting those responsible for the damage fully reimbursing the government for the expenses arising from actions taken.

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Andre is Mastering in administration, studying reverse logistics. Works in the Minas Gerais Health Department

State – Brazil, in matters related to accreditation and Health Services Waste. Conducts researches in reverse logistics at Fumec University. André is also responsible for the website www.logisticareversa.net.br

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INTRODUÇÃO

No Brasil, em 2008, apenas 27,7% das cidades pesquisadas, descartaram seus resíduos sólidos em aterros sanitários¹. Das cidades mais próximas – em torno de 22,5% depositaram o seu lixo em aterros controlados, e 50,8% fizeram a remoção dos referidos resíduos para áreas a céu aberto. Os chamados “lixões”. A maior parte dos resíduos sólidos municipais coletados nas cidades brasileiras não recebem um destino final adequado, sendo enterrados em aterros, sem controle ou de controle insuficiente por parte das autoridades sanitárias responsáveis, sendo fácil deduzir que sem que o material coletado receba qualquer tipo de tratamento, e passem por processos inibidores de poluentes com vistas à neutralização de seus agentes danosos ao meio ambiente,

necessariamente, à saúde pública.

Se implantada no Brasil, a logística reversa proporcionará a este país formular políticas estratégicas para lidar com seu volume de resíduos sólidos de modo eficiente e eficaz, com drástica redução dos problemas apontados em nosso parágrafo anterior. A logística reversa pode também melhorar a competitividade brasileira, como parte de uma cadeia de ações com o objetivo de melhor qualificar os produtos ali produzidos.

O Conselho de Profissionais de Gestão de Cadeias de Abastecimento (Council of Supply Chain Management Professional [CSCMP]) (2010) define a logística reversa como “Um segmento de logística especializada, enfocando a circulação e gestão de produtos e dos recursos após a venda e após a sua entrega ao cliente. Inclui as devoluções de produtos para reparo e/ou crédito”³. De acordo com Rogers e Timber-Lembke, logística reversa é o processo de planejamento, implementação e controle da eficiência, custo eficaz do fluxo de matérias-primas, estoques em processo, produtos acabados e informações relacionadas desde o ponto de consumo até o ponto de origem, a fim de recuperar valor ou fazer-se o descarte apropriado. Com isso, o novo ato brasileiro de resíduos sólidos -- que estabelece a base jurídica para a logística reversa -- é discutida. É chamado, na tradução literal “Nação Política de Resíduos Sólidos Urbanos”.

RESULTADOS

Desde a Assembleia Geral das

Nações Unidas (ONU), de 1968, muitas discussões sobre o meio ambiente e suas soluções são mencionadas. Dia 2 de agosto de 2010 foi um marco na gestão de resíduos no Brasil: foi aprovada a Lei 12.305, que “Institui a Política Nacional de Resíduos Sólidos”. O modelo de gestão de resíduos sólidos que está estabelecido no país se assemelha às experiências de vários países estrangeiros que trazem a logística reversa na vanguarda da prática dessas ações

Antes do mencionada lei, a responsabilidade jurídica do tema de resíduos no Brasil e de seus autores, era complexa e difícil de definir. Agora, o governo, as empresas e a sociedade são formalmente responsáveis por todos os “desperdícios da cadeia” e suas consequências. Esta relação não é exigida apenas para as soluções de terceirização do setor de atividades, ou atribuição ou de prestadores de serviços exceto no caso de geradores da casa, na qual se encontra em progresso.

A logística reversa se tornou um imperativo nacional, que exige fabricantes, importadores, distribuidores e anunciantes de certos produtos e desenvolver ações, procedimentos e meios de facilitar a coleta e recuperação dos resíduos de fabricação, para a reutilização em seu ciclo econômico ou ciclos produtivos e a eliminação ambientalmente adequada. Segundo a “Nação Política sobre Resíduos Sólidos Urbanos”, o principal grupo relacionado para reverter logística como o foco da cadeia de abastecimento é:

pesticidas, seus resíduos e embalagens, bem assim outros produtos cuja embalagem, após a sua utilização, podem ser considerados resíduos perigosos, disciplinado por lei ou regulado em normas estabelecidas pelo governo ou por normas técnicas;

baterias; pneus; óleos lubrificantes, os seus resíduos e embalagem; vapor de sódio; lâmpadas fluorescentes e mercúrio e tipos de luzes misturadas; produtos eletrônicos e seus componentes. A definição de logística reversa expressa na lei estende esta lei ao escopo original. Acredita-se que, com o aumento de opções tecnológicas para reciclagem e transformação disponíveis no país, a lista acima mencionada possa ser expandida num futuro próximo. A lista não limita os produtos que podem ser parte da logística reversa, apenas manifesta o primeiro foco. Ou seja, apenas o passo inicial.

Com a criação de sistemas de base de dados na logística reversa (inventários, declaratório anual do sistema de resíduos sólidos, o Serviço Nacional de Informações, as bases de dados de registros e licenças), será possível no futuro ter muitas informações sobre resíduos em geral, facilitando a criação de parques de ecoeficiência em que os resíduos de uma empresa se tornem matéria principal para uma outra organização e a existência de uma simbiose industrial.

O Estado assume um papel importante ao incentivar a formação de rearranjos que integram a gestão dos resíduos acima mencionados. Entre os instrumentos de incentivo que se destacam estão os de

natureza fiscal, os financeiro e os de crédito em matéria fiscal, a pesquisa científica e tecnológica em cooperativas para promover a reciclagem e outras formas de reutilização, na saúde, no meio ambiente e produções agrícolas, os recursos do nacionais do meio ambiente, da cooperação científica e desenvolvimento tecnológico, a importância da educação e formação contínua; em fornecer linhas de crédito para projetos de infraestruturas, reciclagem, logística reversa, a descontaminação de áreas afetadas e outros. Por isso, reitera-se o seu papel de acionamento, além de minimizar os danos decorrentes da eliminação de resíduos sem eximir os respectivos responsáveis pelos danos, com pleno reembolso ao governo para as despesas decorrentes da ações realizadas. **RLM**

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André está majestando em administração, e estudando logística reversa. Ele trabalha no Departamento de Saúde do Estado

de Minas Gerais-Brasil, em questões relacionadas com o credenciamento de Serviços de Saúde. Ele realiza pesquisas sobre logística reversa na Universidade Fumec. André também é responsável pelo website: www.logisticareversa.net.br

Contacto: andre@logisticareversa.net.br

Industry Events



SIA – Mirage hotel in Las Vegas, Nevada

April 3-5, 2011

<http://www.servicenetwork.org/events/index.html>

RLA Seminar - Bentonville

May 19, 2011

http://www.rltshows.com/ark11_event.php

RLA Seminar - Toronto

July 18, 2011

http://www.rltshows.com/tor10_event.php

RLA Conference & Expo – Sao Paulo, Brazil

April 26-28, 2011

<http://www.rltshows.com/brazil.php>

RLA Conference & Expo – Amsterdam

June 13-15, 2011

<http://www.rltshows.com/amsterdam.php>

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RL Awards Ceremony

At this years Las Vegas Conference & Expo RLA announced the first ever RL Awards presentation.

The RLA Reverse Logistics Excellence Awards allows the Reverse Logistics Association (RLA) to honor those companies that are setting the standard for excellence in reverse logistics through their vision, innovation, focus and efficiency. The RLA is seeking nominations from companies and their partners to identify leaders in reverse logistics operational excellence, reverse logistics vendor solutions and sustainable reverse logistics practices.

THE AWARDS WENT TO

- RL Green - **Image Microsystems**
- RL Operational Excellence - **Inmar**
- RL Vendor Solutions - **ShopJimmy**

The 8th Annual RLA Conference & Expo was held in Las Vegas on February 7-9, 2011. The conference was very well attended with over 1,500 registered attendees and nearly 600 companies represented! Companies like Walmart, Dell, The Home Depot, Best Buy, GENCO, Motorola, Microsoft, Teleplan, Hewlett-Packard, LG & Jabil all participated to discuss and learn about how reverse logistics processes are becoming less secondary and more key to driving success in today's business climate. Many attendees noted the constantly crowded expo floor and acknowledged that OEM's, Retailers, and 3PSPs were all looking for potential business partners, and meeting to exchange best practices, solve RL pain points and move the Reverse Logistics industry forward.

RLA DONATES TO CATHOLIC CHARITIES OF SOUTHERN NEVADA

Reverse Logistics Association made a generous donation of \$10,000 to purchase food for Catholic Charities of Southern Nevada. Everyday of the year meals are served in the St. Vincent Lied Dining Facility, on the Catholic Charities campus, to men, women and children in need. More than 1800 nutritious meals are served daily. Catholic Charities has providing food for people in need for 69 years in Nevada.

REVERSE LOGISTICS MAGAZINE REWOUND TV CREW SPOTTED AT SHOW

You may have noticed a television crew roaming around the halls of the Conference this year. That is because we are working on a branding video as well as a new segment for the Digital RL Magazine. This new segment is called RLA Rewound. We invited RL thought leaders to share their experiences in the industry. We couldn't be more excited about the content and response we received and will be sharing with our subscribers. Please stay tuned for the RLA Rewound segment coming your way in Edition 29.

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Technology Spotlight

Microsoft Takes Legal Action Against Barnes & Noble, Foxconn and Inventec for Patent Infringement by Android Devices

Microsoft Corp. today filed legal actions in the International Trade Commission and the U.S. District Court of the Western District of Washington against Barnes & Noble, Inc. and its device manufacturers, Foxconn International Holdings Ltd. and Inventec Corporation, for patent infringement by their Android-based e-reader and tablet devices that are marketed under the Barnes & Noble brand. <http://www.microsoft.com/Presspass/press/2011/mar11/03-21CorpNewsPR.mspx>

Hotshot Maneuver Propels Messenger Into Mercury's Orbit

After seven years of sojourning between Earth and the sun, NASA's Messenger probe had one chance to jockey itself into orbit around Mercury, and it pulled off the tricky maneuver without a hitch. "If last night's burn did not go mostly to completion, we would still be in orbit around the sun and would not be in a position to try for orbit insertion again for another several years," said Sean Solomon, principal investigator for the mission. <http://www.technewsworld.com/story/72096.html?wlc=1301540627>

Acer to Phase Out Netbooks in Favor of Tablets

Add Acer to the growing list of companies with new tablets in the pipeline. The Taiwanese computer manufacturer has announced plans to release both a 7-inch and a 10-

inch tablet in 2011. <http://www.wired.com/gadgetlab/2011/01/acer-tablets-netbooks/>

RIM bets on existing users for BlackBerry growth

Amid reports that it is falling behind rivals Apple and facing imminent threat from Google in the enterprise smartphone market, Research In Motion (RIM) says it is growing its BlackBerry user base through a strong consumer base, particularly in emerging markets such as Indonesia and Thailand. <http://www.zdnetasia.com/rim-bets-on-existing-users-for-blackberry-growth-62205659.htm>

Interested in Networking?

RLA Seminars are one-day events held around the world that bring RL professionals together to address specific industry topics pertinent to OEMs, Retailers, and 3PSPs. The highlight of these events is a facility tour showcasing efficient return, repair and services operations from industry leaders such as Best Buy, HP, Walmart, Motorola and Dell.

Upcoming RLA seminar:

Bentonville, Arkansas • May 19th

Facility Tour: Walmart Returns Facility

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Reverse Logistics Association Focus Committees



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- Oliver Lemanski, TNT
- John Mehrmann, ZSL Inc
- Ian Rusher, Cisco Systems

www.RLAssemblies.org/seminars.php

Read the Press

ROUND2 INC. Executive Joins the State of Texas Alliance for Recycling Board of Directors

22 March 2011—ROUND2 INC., a leading eRecycling service provider is proud to announce that its Vice President of Corporate Development, Paul Adamson, has joined the State of Texas Alliance for Recycling (STAR) Board of Directors. STAR and its Board of Directors strive to foster communication and the exchange of information regarding recycling among professionals, organizations, governmental entities, and individuals; by complementing and coordinating recycling industry initiatives; and by acting as a clearinghouse of recycling resources. http://pr-usa.net/index.php?option=com_content&task=view&id=659500&Itemid=29

Sims Recycling Solutions Receives Responsible Recycling (R2) Certification at its Reno Facility

Sparks, NV—22 March 2011—Sims Recycling Solutions, The World's Largest Electronics Recycler has successfully achieved Responsible Recycling Practices for Electronics Recyclers (R2) certification at the facility in Sparks, NV. This new standard supported by major electronic OEM's, the Institute of Scrap Recycling Industries (ISRI), the Information Technology Industry Council (ITI), public interest groups, the US EPA, and US state and local governments, is a stringent set of requirements for electronics recyclers. The standard includes requirements for environmental, worker health and safety, and security practices. <http://www.reverselogisticstrends.com/shownews.php?id=8444>

Inmar and ADT Recognized for Reverse Logistics Operational Excellence

Winston-Salem, NC—21 March 2011—Inmar, a leading provider of solutions that connect trading partners through consulting, software services and operations, today announced that the company has received the Reverse Logistics Operational Excellence Award from the Reverse Logistics Association. This honor is awarded annually to the company that “demonstrates leadership in the effective execution of reverse logistics.” Inmar was recognized for their work on behalf of their client, ADT —America's number one provider of electronic security systems and services. <http://insurancenewsnet.com/article.aspx?id=252728>

Flash Global Logistics' Strength and Stability as Leading Global Mission Critical Service Provider is Increased

21 March 2011—Flash Global Logistics (“FGL” or “Flash”), one of the leading global providers of third party mission critical logistics services to technology companies, announced today that PineBridge Investments and HSBC Capital (USA) Inc. have recapitalized the company, with an injection of equity capital from entities advised by PineBridge, significantly strengthening Flash's balance sheet. <http://www.sys-con.com/node/1760718>

LifeSpan Establishes New Lease Returns Division

Newton, MA—18 March 2011—LifeSpan Technology Recycling today announced the opening of a new division for lease returns — LifeSpan Technology Asset Management (“LTAM”). The new division offers leasing companies and other organizations the flexibility of handling large quantities of equipment with customized programs, including line item audits and asset

disposition. LTAM will incorporate lease returns and asset management for municipal, higher education, health care and not-for-profit companies. Asset remarketing services include selling of PC's and laptops, servers, networking and enterprise solutions, high-volume printing and more. Asset evaluations are performed by tenured product managers in each asset class. The LTAM division will be based in a 35,000 square foot state-of-the-art processing facility located in Tampa, FL. <http://www.pr.com/press-release/306866>

PCD Gets Sprint Role

Hauppauge, NY—17 March 2011—Sprint has tapped Personal Communications Devices (PCD) to manage its relationships with tier-two and tier-three vendors, consolidating vendor management for the carrier. In its new role, PCD said it “will assist Sprint in developing new products and support numerous vendors throughout the globe.” PCD will also manage the supply chain, which includes forward and reverse logistics, and issue purchase orders based on Sprint forecasts. http://www.twice.com/article/465397-PCD_Gets_Sprint_Role.php

Arrow's Mike Long: Keeping up with real demand

15 March 2011—Arrow President and CEO Mike Long recently spoke to EDN about the electronics supply chain, upbeat expectations for EDS, and manufacturing capacity expansions. What follows are excerpts of that conversation. http://www.edn.com/index-edn-ad.html?gotourl=http://www.edn.com/article/517381-Arrow_s_Mike_Long_Keeping_up_with_real_demand.php



ARTICLE

Inventory Optimization Strategies Q&A with Omur Bagci, Director Global Services at ReSolve, a subsidiary of Arrow Electronics

Estratégias de Optimização de Inventário Perguntas e respostas com Omur Bagci, diretor de serviços globais de ReSolve, uma filial da Arrow Electronics - Page 27

As a leader in the reverse supply chain industry, Omur Bagci is an expert on risk mitigation and helps manufacturers and retailers maximize reward within the supply chain. Specifically, he has decades of experience in how companies can optimize spare parts inventory for service supply and for product returns and repairs. In this interview, Omur Bagci will discuss how inventory risk management and use of lean principles can reduce

the risk of overstock and optimize service spares management.

RLM: *Omur, an increasing number of companies seem to be employing asset reallocation strategies. Why is managing the supply chain such an issue for technology manufacturers?*

OB: The service supply chain is complex and often confusing. Typically, an OEM does not have the proper, dedicated resources needed

to streamline the overall process. Forward-looking companies are realizing the value that can be captured with new or increased efficiencies added to processes currently in place. This untapped value will result in greater customer satisfaction levels, cost avoidance opportunities and increased revenues. The inefficiencies within the reverse supply chain alone are costing some technology manufacturers millions of dollars



each year. Most OEMs just don't have the bandwidth to develop and execute best practices to optimize the reverse supply chain.

RLM: *We understand that the management of service spares inventory is a constant struggle. What is the most common pitfall OEMs face in managing service spares?*

OB: Traditionally, to avoid facing inventory shortfalls and ultimately unhappy customers, technology manufacturers usually find themselves erring on the side of caution by keeping an ample amount of service spares inventory on hand. Unfortunately, this strategy time and time again leaves companies with

excessive inventory positions that are just not needed once warranty support for a particular platform is no longer required. The situation often ends with the need to liquidate unused inventory at great discounts in the open market. This is a risky proposition for many reasons, the obvious one being that liquidation of excess inventory at steep discounts is causing the company to incur unnecessary losses to its bottom line when the inventory was not needed in the first place. ReSolve recommends adopting a customized lean planning methodology to address this issue.

RLM: *So the first step is lean planning. What does this involve, and how does it relate to service*

spares?

OB: Instead of a traditional planning system that takes long-term inventory positions, lean planning is the practice of focusing on the operations that create value for the end consumer only. It is a practice that is based on continuous flow principles and economies of scale. The purpose of this flow is to ensure that parts moving through the supply chain are shifting when and where they are needed. The result is a streamlined service supply chain and more efficient integration of the inventory optimization process within the overall company. In service spares, the necessity to meet service, inventory and last-time buy requirements has inflated inventory levels. Lean planning can reduce the pressure to carry excess inventory and can eliminate the risk of last-time buy requirements.

Among other things, lean planning can provide the service spares environment with just-in-time delivery practices, market insight and intelligent sourcing techniques for component inventory.

RLM: *What intelligent sourcing techniques do you recommend for service spares?*

OB: Intelligent sourcing begins by looking at alternative channels often overlooked in the supply chain. For example, the reverse supply chain is often receiving fully functional materials back into its facilities from consumer product returns and service depot returns. Our experience has been that a significant percentage of these materials or components within what is known as "no trouble found" (NTF) are



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in good working condition. By introducing a rigorous testing and screening process into the returns process to identify materials and components that not only are NTF but meet strict manufacturer specifications, the materials can be intelligently reintroduced back into the service supply chain, providing significant cost savings.

To accomplish this, I recommend employing a reverse supply chain partner that will offer the service provider a proper strategy, methodology and tools to implement such a program. This will allow the service provider to focus on its own particular areas of expertise. And a strategic asset reallocation program will address and help mitigate

the risks associated with carrying excess inventory.

Overall, the major benefits realized come from the money saved by reducing service spares inventory levels while maintaining customer satisfaction levels, reducing recycling costs and freeing up revenue that is no longer needed to procure new parts.

RLM: *Now, on to more specific inventory optimization strategies. What are the offerings of a supply chain specialist?*

OB: Optimized inventory is the practice of taking key data points and analyzing them to ensure that just the right amount of inventory is

available in the right places at the right time. It depends on the presence of an efficient lean planning system. Measurement is also a key factor. Frequent measurement allows for these data points to be constantly evaluated and adjusted.

By optimizing excess inventory through a supply chain partner's asset reallocation program, the burden of inventory liability is removed from technology companies and transferred to reverse supply chain specialists that have strategies designed to address inventory management.

RLM: *What specific services will impact the bottom line?*

OB: I think that there are three optimization strategies in particular that stand out for their impact on the bottom line. First is product identification – classification, testing and refurbishment. Second is reconciliation and reporting, and last is reverse fulfillment.

RLM: *Can you give us a quick summary of each?*

OB: Sure. Product identification helps to define the product's quality and restrictions, which informs the tasks necessary to maximize a product's value by testing and recertifying it to ODM or OEM standards. Reconciliation and reporting is important because it gives specialists the ability to reconcile products at any stage in the life cycle, thanks to real-time reports. And finally, reverse fulfillment brings the excess inventory or customer returns back into the supply chain for service spares.

In reality, employing any of the strategies I've mentioned earlier will improve a company's excess inventory issue. These offerings will help organizations to reduce inventory liability, maximize revenue and reduce operational costs – all while maintaining customer satisfaction.

RLM: *Omur, we know you were formerly Converge, which has now become ReSolve. What is ReSolve?*

OB: You're right. As a subsidiary of Arrow Electronics, the Converge name has taken on a new meaning. Arrow has expanded its supply chain services to meet the growing needs of customers, and under the Converge brand will have access to the extensive electronic components distribution services it has been providing for over 30 years. With ReSolve, the former reverse supply solutions division of Converge has grown into a new segment focusing strictly on reverse logistics solutions. Overall, ReSolve offers reverse logistics management for technology-driven companies around the world, providing worry-free service spares inventory, product returns management, and the intelligent redeployment of assets.

RLM: *Thank you for your time!*

OB: My Pleasure.



As the leader of the ReSolve global services team, Omur Bagci is responsible for ensuring the

implementation, execution and expansion of ReSolve's strategic service offerings. He develops customer solutions for service spares and product returns management that reduce the need for excess service inventory and help companies recover value from their return products stream. Omur previously developed reverse supply chain solutions under Converge for the past 12 years and has worked at Alliance Consulting Group. Omur holds a degree in physics with a background in computational physics.

Estratégias de Otimização de Inventário Perguntas e respostas com Omur Bagci, diretor de serviços globais de ReSolve, uma filial da Arrow Electronics

Como líder de indústria da cadeia de abastecimento inversa, Omur Bagci é um especialista em redução dos riscos e ajuda os produtores e distribuidores a maximizar recompensas dentro da cadeia de abastecimento. Especificamente, ele tem décadas de experiência na forma como as empresas podem otimizar peças reservas de inventário para serviços de estoque, produtos devolvidos ou sujeitos a reparações. Nesta entrevista, Omur Bagci vai discutir como a gestão os riscos de inventário e o uso de princípios podem reduzir o risco de acúmulo de estoque e otimizar o serviço de gestão de reservas.

RLM: *Omur, um número crescente de empresas parecem estar empregando estratégias de relocação de bens. Por que a*

gestão da cadeia de fornecimento é um problema para os fabricantes de tecnologia?

OB: O serviço da cadeia de abastecimento é complexa e muitas vezes confusas. Tipicamente, um OEM não tem recursos apropriados e necessários para dinamizar o processo total. Empresas visionárias estão compreendendo o valor que pode ser capturado por nova ou maior eficiência de ganhos adicionadas aos processos em vigor. Este valor potencial resultará em maior níveis de satisfação do cliente, oportunidades para evitar custos, e aumentar lucros. A ineficiência da gestão reversa da cadeia de abastecimento estão custando alguns fabricantes de tecnologias milhões de dólares a cada ano. A maioria dos OEMs não possuem banda larga para desenvolver e executar as melhores práticas para otimizar o processo reverso da cadeia de abastecimento.

RLM: *Entendemos que a gestão de serviços de inventário de reservas é uma constante luta. Qual é a mais comum armadilha que OEMs encaram diante a gestão da reservas de serviço?*

OB: Tradicionalmente, para evitar o enfrentamento de falhas de inventário e clientes insatisfeitos, os fabricantes de tecnologias normalmente se encontram errantes ao lado da cautela por manter uma ampla quantidade de inventário de reservas para serviços. Infelizmente, esta estratégia muitas vezes deixa as empresas com um inventário excessivo e necessário uma vez que o apoio de garantia para uma determinada plataforma deixa de ser exigida. A situação muitas

vezes acaba com a necessidade de liquidar inventários não usados, em grande descontos no mercado aberto. Este é um assunto arriscado por muitas razões, sendo a mais óbvia a liquidação de excesso de inventário a descontos excessivos, causando a empresa a assumir prejuízos desnecessários a linha de fundos enquanto o inventário não foi necessário no primeiro lugar. ReSolve recomenda a adotar um plano personalizado de metodologia de tendência para tratar desta questão.

RLM: *Então o primeiro passo é o planejamento de tendência. O que isso implica, e como é que se relaciona reservas de serviço?*

OB: Em vez de um sistema de planejamento tradicional que toma longo-prazo de posições de inventário, o planejamento de tendência é a prática que concentra em operações que criem valor apenas para o consumidor final. É uma prática que se baseia no fluxo contínuo de princípios e economias de escala. O objetivo deste fluxo é garantir que as partes movidas através da cadeia de abastecimento são movimentadas quando e onde são necessárias. O resultado é a simplificação do serviço da cadeia de abastecimento e maior eficiência na integração do processo de otimização do inventário total da empresa. Em reservas de serviço, a necessidade de cumprir de serviço, inventário e requisitos de compra de último-tempo tem inflado os níveis de inventários. O planejamento de tendência pode reduzir a pressão de carregar inventários excessivos e pode eliminar o risco de requisitos de compras de última hora.

Entre outras coisas, o planejamento

de tendência pode prover o ambiente de reservas de serviço com entregas práticas a tempo, visão compenetrada do mercado e técnicas inteligentes de obtenção de componente de inventário.

RLM: *Quais técnicas inteligentes de obtenção é recomendada para as reservas de serviço?*

OB: A obtenção inteligente começa por analisar canais alternativos na cadeia de suprimentos que são muitas vezes negligenciadas. Por exemplo, a cadeia de abastecimento reversa vem recebendo com frequência materiais plenamente funcionais de volta para suas facilidades, produtos retornados por consumidores e depósitos de serviços de retornos. A nossa experiência tem sido que um percentual significativo de tais materiais ou componentes são encontrados na categoria “defeito não encontrado” (NTF) e estão em boa condição de trabalho. De forma a introduzir um rigoroso processo de análise e testes para o processo de retorno para identificar materiais e componentes que não sejam apenas NTF mas que obedeçam rigorosas especificações do fabricante, os materiais podem ser inteligentemente reintroduzido ao serviço da cadeia de abastecimento e gerar importantes economias de custos.

Para realizar esta operação, recomendo empregar um parceiro a reversão da cadeia de abastecimento que vai oferecer ao prestador de serviços uma verdadeira estratégia, a metodologia e instrumentos para executar tal programa. Isso permitirá que o prestador de serviços se concentre nas suas áreas específicas de competência própria. E um programa de estratégia de

reatribuição de bens irá abordar e ajudar a mitigar os riscos associados com o carregamento excessivo de inventário.

De modo geral, os principais benefícios realizados são provenientes do dinheiro poupado na redução dos níveis de inventário de reservas para serviço, enquanto mantendo níveis de satisfação do cliente, e reduzindo os custos de reciclagem e liberando rendas que já não é necessária para obter novos componentes.

RLM: *Agora, para estratégias mais específicas sobre otimização de inventário. Quais são as ofertas de uma cadeia de abastecimento especialista?*

OB: Inventário otimizado é a prática de tomar dados chaves e analisá-los para garantir que a quantidade certa de inventário esteja disponível nos seus devidos lugares no momento certo. Isso depende da presença de um sistema de planejamento de tendência eficiente. Medidas é também um fator chave. Medidas frequentes permitem que estes dados chaves sejam constantemente avaliados e ajustados.

Otimizando inventário excedentários através de um parceiro da cadeia de abastecimento para um programa de reatribuição de bens, o peso da responsabilidade do inventário é retirado das empresas de tecnologia e transferidos para especialistas reverter a cadeia de abastecimento usando estratégias para gestão do inventário.

RLM: *Quais serviços específicos terão impacto no lucro final?*



OB: Penso que existem três estratégias de otimização que se destacam em particular por seu impacto sobre o lucro final. Em primeiro lugar é identificação do produto – classificação, testes e restauração. Em Segundo é a reconciliação e reportagem, e por último é a satisfação inversa.

RLM: *Poderá dar-nos uma rápida recapitulativa de cada um?*

OB: Certamente. Identificação de produto contribui para definir a qualidade e restrições dos produtos, que informa as tarefas necessárias para maximizar o valor do produto por meio de testes e renovação de certificados as normas ODM ou OEM . Reconciliação e informação são importantes porque dá aos especialistas a capacidade de conciliar os produtos em qualquer fase do ciclo de vida, graças a relatórios de tempo real. Por último, satisfação inversa traz excessos de inventário ou retorno de clientes de volta a cadeia de abastecimento para reservas de serviço.

Na realidade, empregando qualquer uma das estratégias mencionadas irá melhorar a questão de excess de inventário da empresa. Estas ofertas irão ajudar organizações a reduzir

a responsabilidade de inventário, maximizar os ganhos e reduzir custos operacionais- tudo enquanto mantendo a satisfação do cliente todos.

RLM: *Omur, sabemos que o senhor tinha formalmente a Converge, a qual agora se tornou ReSolve. O que é ReSolve?*

OB: Você está certo. Como uma filial de Arrow Electronics, o nome Converge ganhou um novo significado. Arrow expandiu seus serviços da cadeia de suprimentos para acompanhar o crescimento das necessidades de seus clientes, que sob a marca Converge terão acesso ao extenso componentes electronicos e serviços de distribuição que temos fornecido por mais de 30 anos. Com ReSolve, a antiga divisão para fornecer soluções em reversa da Converge tem crescido em um novo segmento focante estritamente em soluções de logística reversa. Sobretudo, a ReSolver oferece gestão de logística reversa para as empresas de todo o mundo induzidas por tecnologia, oferecendo serviço para poupar preocupações de inventário, gestão de produtos devolvidos, e a inteligente redistribuição de bens.

RLM: *Muito obrigado pelo seu tempo!*

OB: O prazer é meu!

RLM



Como o líder da equipe de serviços globais da R e S o l v e , Omur Bagci é responsável por assegurar

a implementação, execução e a expansão do serviços estratégicos ReSolve. Ele desenvolve soluções para reservas de serviço e a gestão de produtos devolvidos que reduzem a necessidade de excesso de inventário e ajuda as empresas a recuperar o valor de produtos retornados. Omur previamente desenvolveu soluções para o processo reverso da cadeia de abastecimento sob a Converge pelos últimos 12 anos e trabalhou na Alliance Consulting Group. Omur possui diploma em física e experiencia em física computacional. Omur previously developed reverse supply chain solutions under Converge for the past 12 years and has worked at Alliance Consulting Group. Omur holds a degree in physics with a background in computational physics.



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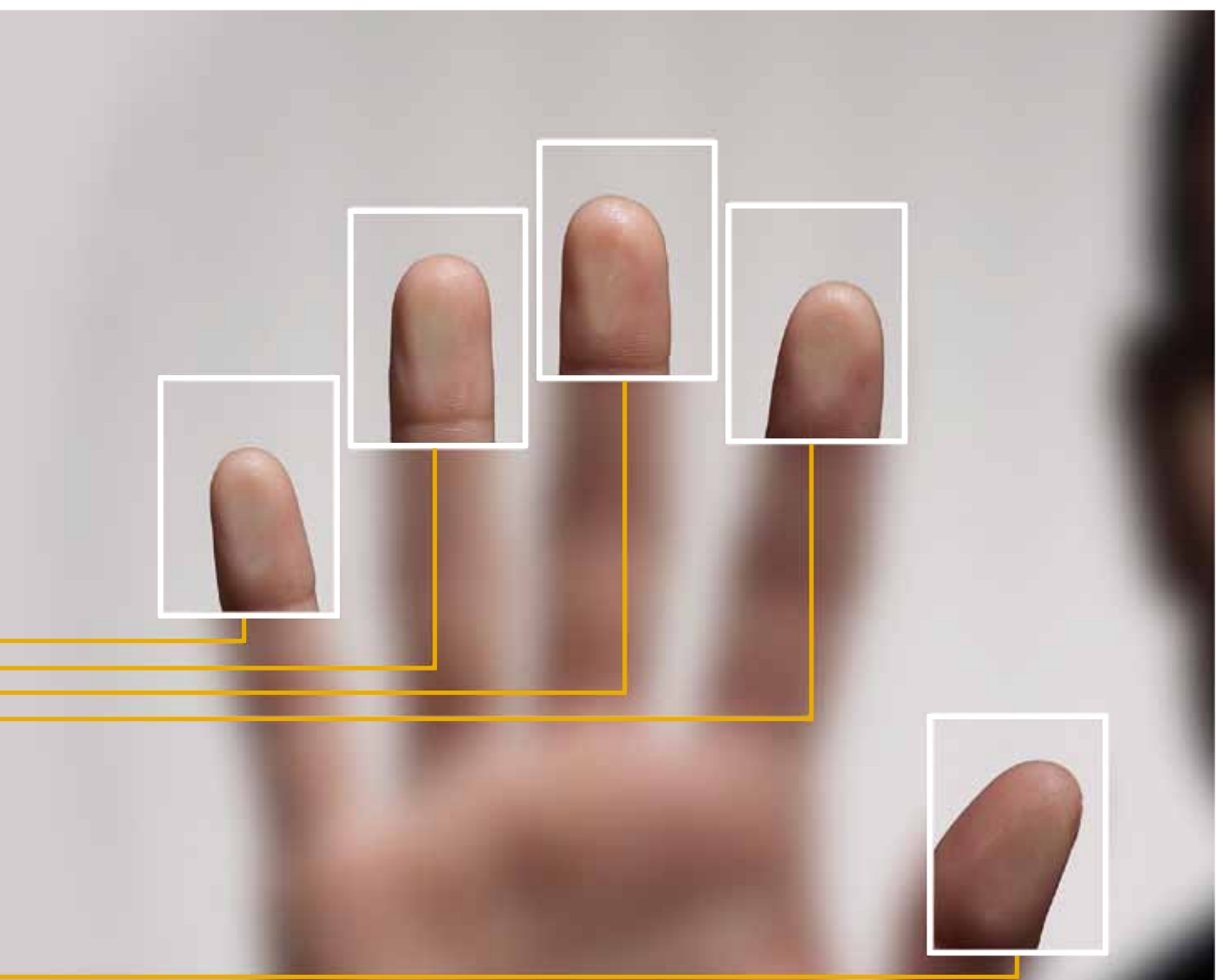
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