

REVERSE LOGISTICS DIGITAL magazine®



Volvo Trucks' environmental affairs - page 12

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8th Annual

RLA Conference & Expo Singapore

September 26-28, 2011

Asia's premiere Reverse Logistics Event will bring three full days of Reverse Logistics. Starting on Monday, September 27, with RLA Workshops and continuing on Tuesday and Wednesday with sessions and exhibition.

A wide range of leading regional and global Reverse Logistics companies are in attendance from repair/refurbishing to recycling/e-waste and transportation logistics.

Be sure to visit the Exhibition Hall where ODMs and OEMs will be looking for Third Party Service Providers (3PSPs) that can manage Reverse Logistics in the Far East, along with identifying solutions for Europe and the Americas. There will be many exhibitors showcasing their Reverse Logistics services and solutions. This is a rich opportunity for OEMs and Branded companies to identify future service partners.



If you are a Reverse Logistics professional – don't miss this event!

For more information and complete details, visit www.RLASHows.com. Attendees may register online for Workshops and the Conference and even book flights and hotel. Exhibitor space is available for purchase as well.

CONTENTS

Issue 5 Volume 6

On the Cover



Page 12

Recycling can give an old truck a new lease of life

By Lars Mårtensson

A truck straight off the factory assembly line may not be quite as new as it seems. One-third of the vehicle's total weight consists of recycled metals. At least this is the case with Volvo Trucks. The Swedish manufacturer's production system embraces the recycling of old trucks, whereby old becomes new in a sustainable process that benefits both economy and ecology.

Articles



Committee Findings: Software Solutions by The RLA Software Solutions Committee

Page 18

Attention RLA Members: Exciting opportunity to assist in the development the first Reverse Logistics Framework!

Do you want to be part of the future of Reverse Logistics? Is there anyone in your organization with expertise to share in Reverse Logistics?



Reverse Logistics and Reverse Transports – The dynamics is the challenge by Cássio dos Santos Peixoto

Page 21

The Brazilian experience, with few exceptions, as the new National Solid Waste is still in its infancy, because the legislation is very new and still be dependent on plans at all levels of government.



Article in English & Portuguese
Artigo em Inglês e Português



Energy Savings and Cleaner Air With Your Elevators by John Powers, Century Elevators

Page 28

Elevators don't use a lot of energy compared to air conditioning, heating – or even compared to computers and lighting. But when you add together all the little ways to cut energy use in a large building, the savings can add up.

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Reverse Logistics Magazine welcomes articles and abstracts. Please send to:
editor@RLmagazine.com



RL Magazine will publish 12 issues annually — 12 new digital editions!

Case Study



Panasonic Gets Smart Solution for Product Returns

by Philip Jayne, GM Operations, Panasonic & Chris Joel, Product Manager, ECN Group

Page 34

Panasonic required an alternative solution to the paper-based process of handling product returns, which was causing problems for their warehouse staff, finance department, retailers and shoppers... **Panasonic** ideas for life

Video Article



What is Reverse Logistics Association? by RLA

Page 26

We hope you will share the video with friends and colleagues as you introduce them to the association and explain what we do and how we can support them

Features

Message from the Editor	6	Read the Press	20
Message from the Publisher	8	Money Talks	32
Advisory Board	9	Technical Trends	42
Industry Committees	10	Returning Thoughts	44
Industry Jobs	17	Advertiser Index	47
Focus Committees	27		

Message from the Editor



I was backpacking in China in 2008 and decided to take a river cruise on the Yangtze River. “You must go now before the dam floods it,” the locals told me. I flew from Shanghai to Chongqing and was on the boat the next day.

China’s Three Gorges Dam is the biggest construction project since the Great Wall. Here are the facts: the dam is one and a half miles wide and more than 600 feet high; the reservoir created by the dam is hundreds of feet deep and nearly 400 miles long. The Three Gorges Dam is the world’s largest hydroelectric power project with turbines that are expected to create as much electricity as 18 nuclear power

plants. Sounds great right?

The Cons: The Three Gorges Dam has set records for the number of people displaced (more than 1.2 million), number of cities and towns flooded (13 cities, 140 towns, 1,350 villages), and length of reservoir (more than 373 miles). The project has been overwhelmed by amplified costs, corruption, environmental impacts, relocation difficulties and human rights violations. For relocation it was published that the state has allocated about \$4,000 per person for resettlement, but much of that goes to building roads, hospitals and other public projects. Less than half is intended to go directly to individuals. Finally, the dam will slow the flow of the river and create the world’s largest open sewer due to blocked garbage, fallen vegetation and animal carcasses.

The Pros: Chinese officials hope the dam will take care of several problems. The dam is viewed as a significant future source of energy for the growing electrical consumption issues of China’s 1.3 billion population. Also, the Yangzi River is infamous for its flooding and has claimed the lives of 1 million people in the past 100 years. The dam will tame the river and decrease fatalities.

In any project of this size there are always pros and cons. The dam may end up providing as much as one-ninth of China’s total electricity needs. Considering that China currently burns 50 million tons of

coal each year for energy production, the popular opinion is that the environmental benefits outweigh the potential environmental damage.

Lyndsey Turner, Editor • Editor@RLA.org



Flood Markers



The dam



The Yangtze River



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.

Closing or Moving out of a Reverse Logistics facility?

At this very moment, RL companies are looking for facilities with infrastructure already installed. Let us help take the costly hassle out of having to restore your facility to its original state.

Looking to Expand or Relocate?

Let us help locate facilities with the RL structure already in place. Save the hassle and resources and find it now!

The entire process is secure.
All inquiries are kept confidential.

RLAconnect.com





Message from the Publisher

RL Silos

I returned to RLA headquarters this week after attending the “Joint Industry Unsaleables Management Conference” and realized that RLA’s Industry/Focus Committees are doing so much to help everyone succeed in their RL task. Our industry professionals that meet together in each of the RL Silos are providing a forum to learn from each other. Best practices are the main-stay and innovation is a constant discussion.

The Automotive Industry is discussed in this month’s cover story, please take a look at that story. It is a good example of one of the many industries represented by our Industry Committees. We are trying to serve as many industries as possible, but we need your support to make every committee succeed. Please check out the great work that is being done by the Software Solutions Committee (headed up by Leonard Schneeman of DEX and Paul Rupnow of Andlor Logistics Systems). Some of the committees like Extended Warranties, have a focus that covers all industries. We also have new Regional Committees in countries like Brazil and India, and regions like APAC & EMEA.

Please join one of our committees. To join a committee, you must be a member of RLA and a registered user on the RLA web site. Once you have logged into the RLA web site through the log in located in the upper-right corner of the Home page, click on the Committees page and select the committee that you want to join from the listing on the left side of the page. Once you are on a specific committee web page, click on the “Join This Committee” button. Another option for committee participation is to audit a committee. In order to audit any committee, you must be a registered user on the RLA web site.

There are RLA committees covering a wide range of Industries. And if there is enough interest, a new industry committee can always be formed. Look at all the committees we have currently:

Industry/Focus Committees

- Apparel
- Automotive
- Aviation
- Consumer Electronics
- Data Storage
- Food & Beverage (Unsaleables)
- Medical/Pharmaceutical
- Retailers
- Small Appliances
- Telecommunications
- Wireless

Focus Committees (Wiki)

- CSR
- Extended Warranties
- Software Solutions
- Spare Parts Management

Regional Focus

- APAC
- Brazil
- Canada
- China
- EMEA
- India



We appreciate the work being done by all the current committee members and look forward to having even more members participate on all the committees.

Gailen Vick - Executive Director
www.RLA.org

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 SupplyChain 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 Sr. Director of Reverse Logistics 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 Senior Manager of Asset Recovery 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

Automotive

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- Terry Power, Can

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- Glen West, Celestica, Inc.

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- Bob Sullivan, The Wireless Source
- David Vikartofsky, Advanced Technical Services
- Javier Villarreal, Ace Wireless

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Focus Committees & Regional Focus continued on to page 27





Recycling can give an old truck a new lease of life

by Lars Mårtensson, Volvo Trucks' Environmental Director

A truck straight off the factory assembly line may not be quite as new as it seems. One-third of the vehicle's total weight consists of recycled metals. At least this is the case with Volvo Trucks. The Swedish manufacturer's production system embraces the recycling of old trucks, whereby old becomes new in a sustainable

process that benefits both economy and ecology.

The gate slides up slowly and a 2002 Volvo FH 460 Euro 3 rolls into the workshop. The truck has covered about a million kilometres and its active days are now over. Here at the Volvo Truck Center just outside Göteborg, trucks like

this are dismantled down to their last nuts and bolts and their materials recycled.

"The biggest advantage of this approach, from both environmental and personal perspectives, is that the materials live on," says sales representative Mikael Olofsson as he surveys the

workshop and the truck that is about to be stripped down to its smallest components.

The newly arrived truck will continue to be useful. Its best parts will be sold on the used vehicle market. All materials removed from the truck that cannot be sold will be put into containers marked separately for iron, aluminium, brass, copper, plastic, combustible and so on. All parts that are too worn out will be sent away

FIGURE 1 - ENGINES IN REASONABLE CONDITION ARE STRIPPED OF THEIR ALTERNATOR, STARTER MOTOR, AC COMPRESSOR, SERVO PUMP, RADIATOR FAN, AIR COMPRESSOR AND CLUTCH.



FIGURE 2 - SOME BOLTS HAVE TO BE CUT OFF. THE RUST ON THIS FH REQUIRES THE USE OF A SAW AND A WELDING TORCH.

for melting or incineration, to be re-used in the form of new products or district heating. Nothing goes to landfill.

Volvo Trucks works hard to reduce the company's environmental footprint, and has applied a carefully thought-out recycling strategy since the mid-1990s.

"We have to consider the environment, our resources and future generations," says Volvo Trucks' environmental affairs director Lars Mårtensson. "What is more, there are sound financial reasons for the customer to recycle the truck. We try to aid that process as much as possible, for instance by providing detailed instructions with each truck on

how it is to be recycled."

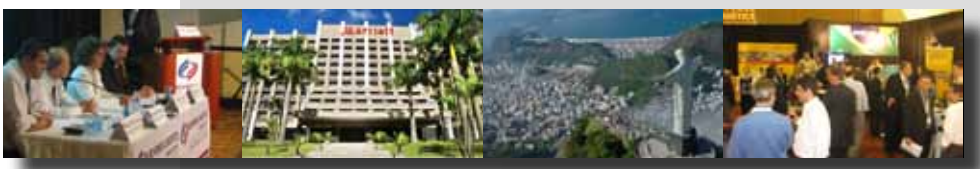
Every Volvo truck is designed and built at the factory to take account of what will happen on the day the truck is withdrawn from service. "We tailor the technology needed for subsequent dismantling and recycling into the design and production of new trucks. For example, we use plastic rather than metal clips to attach wires and hoses, since metal clips take far longer to remove," explains Lars Mårtensson.

The materials used are also carefully selected. "The challenge is to balance usage demands against recycling properties. For some purposes, plastics that can be melted down are more suitable than



- Professionals worldwide will attend this event.
- Major OEMs & Retailers are looking for Third Party Service Providers that can manage their Reverse Logistics in this region.
- Be sure not to miss the pre-conference workshops that will be held on the 26th.
- Enjoy the fall season in the Brazilian sun!

- Participação de profissionais de todo o mundo inclusive da mérica do Sul e Central
- Principais OEMs e Varejistas estão procurando por empresas terceirizadas para prover serviços de gerenciamento e administração do processo de Logística Reversa nesta região.
- Não percam os cursos práticos que acontecerão durante a pré-conferência, no dia 26.
- Desfruta do maravilhoso sol Brasileiro de São Paulo em pleno Outono.



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plastics that are incinerated, while for other purposes the opposite applies,” explains Lars Mårtensson.

In terms of weight, roughly 50 percent of the wrought iron used in a new truck comes from recycled metal, while an

impressive 97 percent of the cast iron is recycled metal. Since it takes less energy to manufacture products from recycled material than from new raw materials, the environmental gains are considerable. Moreover, recycling also has financial advantages. If, for instance, there is a shortage of certain metals and prices rise, recycling becomes even more important. At present, just over 90 percent of a scrapped Volvo truck is recycled. When a Volvo FH is scrapped, more than nine tonnes of various materials are recovered for recycling.

FIGURE 3 - NOW IT'S TIME FOR LIFT-OFF. JIMMY GUSTAVSSON (LEFT) AND KENNETH OLSSON (RIGHT), GUIDE THE CAB TO ENSURE IT DOES NOT STRIKE AGAINST AND DAMAGE THE RADIATOR AND ENGINE.



FIGURE 4 - ONCE WIRES, HOSES AND PIPES, NIPPLES, CLAMPS AND CLIPS HAVE BEEN REMOVED, IT'S TIME TO LIFT OUT THE GEARBOX AND ENGINE. LAST OUT ARE THE BEAMS, AXLES AND BRAKE CALLIPERS.

The newly arrived Volvo FH is carefully inspected by Kenneth Olsson and Jimmy Gustavsson in the dismantling workshop.

“We’re primarily looking for oil leakage, but we also look for other easily identifiable faults. This panel is damaged.”

All dents and rusty panels are marked with a large yellow arrow and the truck’s ID number before the dismantled parts are placed in a container that is also marked with the vehicle’s ID number. Every single part that can be sold must be traceable back to the

exact truck model, year of manufacture and production series.

Simply speaking, the trucks are dismantled from the front to the rear. Jimmy and Kenneth get to work immediately. To take this particular truck apart, they have to struggle with the bolts because rust is holding them securely together. The bolts usually need to be heated with a welding torch to get them to work loose. The noise is sometimes deafening.

“We sometimes have to fight them a bit, but we always win!” laughs Jimmy as he drops a

red-hot, smoking bolt onto the floor.

It takes the team six to seven days to dismantle a truck and clean all the parts that are to be sold on. In all, the workshop takes in about 30 to 40 trucks a year.

The cab of this Volvo FH is judged to be in good condition. It will be cleaned up and resold. Cabs older than ten years, however, are seldom saved. Instead, they are melted down to make new metal components.

Everything on and around the cab is first removed. Kenneth attaches a hose to the small refrigerant reservoir and transfers the gas to a cylinder that is carefully weighed to verify that the reservoir has not leaked.

“Draining off the refrigerant is perhaps the most important part of the whole dismantling operation, because it is so environmentally hazardous. Here we can see that 880 grams of refrigerant remains, which is OK considering the truck’s age,” he explains.

The toxic-green glycol and engine oil drain off into two containers placed below the vehicle. All environmentally hazardous fluids are poured into sealed tanks that are put in the yard outside and will later be sent for destruction.

After the cab has been lifted off using a roof-mounted traversing crane, all its interior fittings are removed. Seats, steering wheel, wall and roof panelling and all electronic components are removed and sold individually, if they are in good enough condition. The rest is recycled.

After the cab, it is time for the gearbox to be removed, followed by the truck’s 12-litre engine.

“We often send gearboxes and rear axles for renovation, but engines are often regarded as too expensive to rebuild. Instead, we clean them thoroughly. They look good, we’re really proud of them,” says Kenneth, showing us some of the spotless engines awaiting new customers.

The Volvo Trucks Environmental Product

FIGURE 5 - KENNETH OLSSON REMOVES THE ROOF SPOILER. IT IS CRACKED AND WILL END UP IN THE METAL CONTAINER. THE FIRST STEP IS TO REMOVE EVERYTHING ON AND AROUND THE CAB. WITH THE SPOILER ON THE ROOF, THE CAB WOULD BE TOO TALL TO BE LIFTED OFF.



FIGURE 6 - EVERY VOLVO TRUCK IS DESIGNED FROM THE GROUND UP TO TAKE ACCOUNT OF WHAT WILL HAPPEN ON THE DAY THE TRUCK IS WITHDRAWN

FROM SERVICE. VOLVO USES MATERIALS WITH GOOD RECYCLING PROPERTIES AND CHOOSES FASTENERS THAT FACILITATE DISMANTLING.

Declaration calculator can be found at <http://www.volvotrucks.com/TRUCKS/GLOBAL/EN-GB/VALUES/ENVIRONMENT/FOOTPRINT-CALCULATION/Pages/Calculator.aspx>



Lars is Director Environmental Affairs at Volvo Truck Corporation. His educational background is a University degree in Chemical Engineering and a M.Sc. in Environmental Management and Policy.

background is a University degree in Chemical Engineering and a M.Sc. in Environmental Management and Policy.

During his 15 years at Volvo, he has been Environmental Director at Volvo Penta and Volvo Group HQ. In his present position at Volvo Trucks, he is responsible for environmental strategies and objectives. Volvo Trucks has during this time period presented the first CO2-neutral automotive production plant in the world, 7 trucks adapted for seven different renewable fuel alternatives and the first hybrid refuse truck in the world

RL Careers



Arrow Electronics

- Business Development Representative
- PEMCO Inside Sales
- Solutions Development Manager

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Avnet Logistics

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Committee Findings: Software Solutions

by The RLA Software Solutions Committee

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OPPORTUNITY TO
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OF THE FIRST
REVERSE
LOGISTICS
FRAMEWORK!**



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COMMITTEE**

Do you want to be part of the future of Reverse Logistics? Is there anyone in your organization with expertise to share in Reverse Logistics? Join our committee and help develop the framework with the RL Software Solutions committee. An overview diagram of the Universal Reverse Logistics

Framework is outlined below. This is being developed in conjunction with the related Goals, Functions and Metrics for each process area.

We need Consultants, Academics, Companies that use RL Software, and Vendors of RL Software.

If you contribute 2-4 hours per month, you can help

mold the next generation of Reverse Logistics (and also receive benefits/discounts from the RLA).

Contact the software committee co-chairs, Leonard Schneeman or Paul Rupnow, for information on how you can help or visit us on the RLA.org Software Solutions

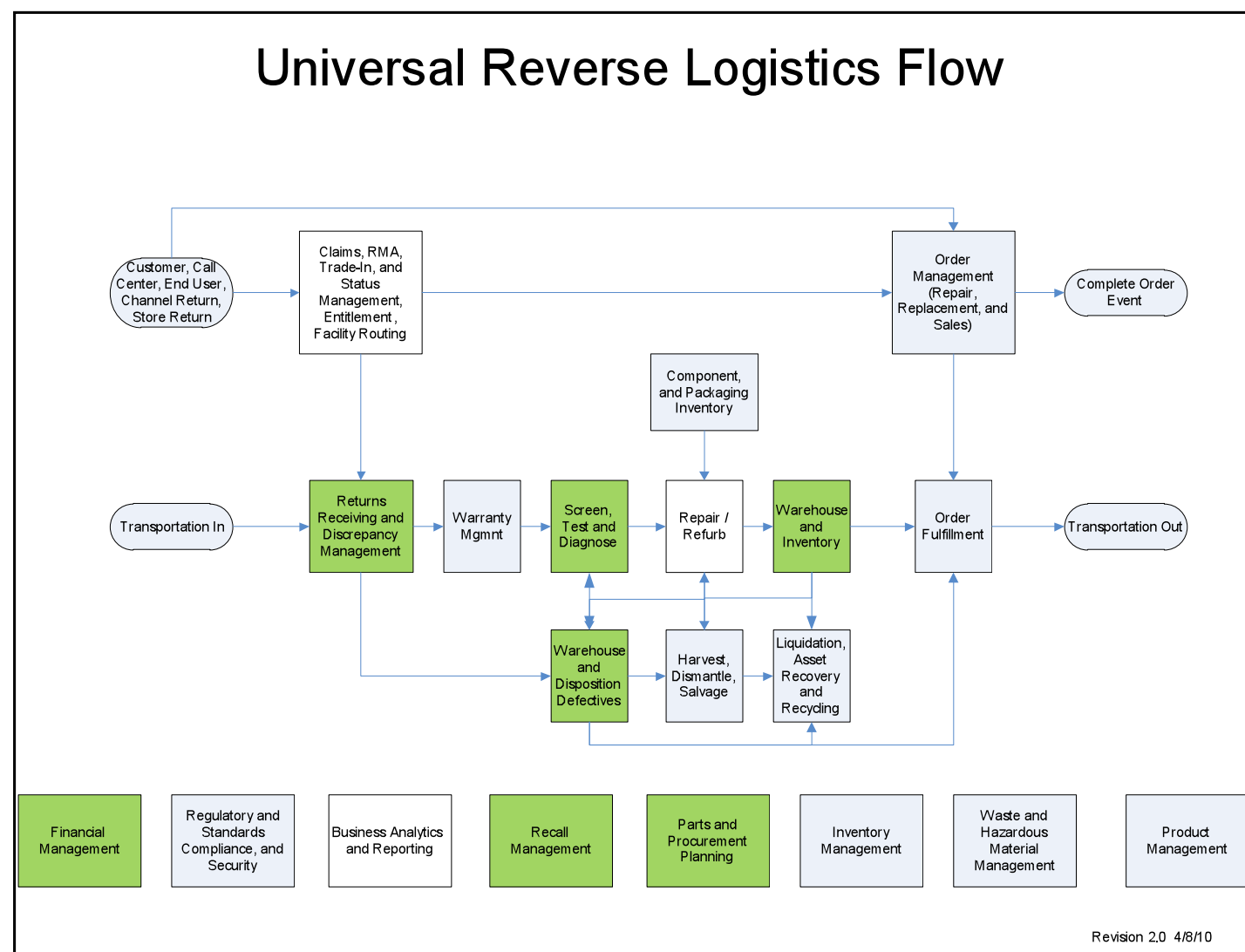
Committee area at http://www.rltinc.com/company_focuscommittees_index.php?showlist=true&FC=12

Lschneeman@dex.com

Paul@andlor.com



Universal Reverse Logistics Flow



Read the Press

Sims Recycling Solutions Becomes a Member of the Transported Asset Protection Association (TAPA) - 19 July 2011-Sims Recycling Solutions, the world's largest electronics recycler has become a member of the Transported Asset Protection Association (TAPA). TAPA is an international Association that implements security standards for logistics pipelines in an effort to fight against cargo crime. Members of TAPA work together and share information to prevent thefts, develop supply chain security standards, and work with government agencies. [CLICK HERE](#)

Encompass Selected to Support Extended Warranty Program Launched by Universal Technical Services for Sporting Goods Stores Nationwide - Lawrenceville, GA—19 July 2011—Encompass Group Affiliates, Inc., a leading provider of reverse logistics services and replacement parts for a wide range of electronics products, today announced that its subsidiary Encompass Service Solutions, Inc., has finalized an agreement with Universal Technical Services to provide product returns management and asset value recovery services in support of its extended warranty program offering. [CLICK HERE](#)

Best Practices In The Supply Chain Reduct Healthcare Costs - 19 July 2011- With extreme pricing pressures on today's healthcare providers, reducing costs while delivering high-quality medical care is a top strategic imperative. To achieve this objective, provider efforts have been focused primarily on eliminating waste in clinical operations, for example, through initiatives that reduce unnecessary testing and the length of hospital stays. While these are valid and important ways to reduce healthcare costs, one area that consumes nearly one third of all hospital operating budgets often remains overlooked – the healthcare supply chain. [CLICK HERE](#)

The United States Marine Corps Deploys Comprehensive Oracle Solution to Create a Global Combat Support System - Redwood Shores, CA—19 July 2011—The United States Marine Corps (U.S. Marine Corps), one of seven

uniformed services in the United States, has implemented an integrated suite of Oracle solutions to support its supply and maintenance system—connecting Marine units in the field with supporting units to more effectively track, transport and deliver support to Marine Corps Operating Forces deployed and in garrison. The U.S. Marine Corps worked with Oracle Consulting on the implementation. [CLICK HERE](#)

Kewill Flagship Now Supports Newgistics SmartLabel Return Service - Chelmsford, Mass.—19 July 2011—Kewill, a leading provider of solutions that simplify global trade and logistics, today announced the support of Newgistics SmartLabel return service in the Kewill Flagship multi-carrier parcel shipping solution. [CLICK HERE](#)

Expansion in Brazil - 18 July 2011-Kuehne + Nagel announced today that it has entered into an agreement to take over the shares of Grupo Eichenberg, Porto Alegre, Brazil. This strategic acquisition will enable Kuehne + Nagel to provide integrated door-to-door logistics solutions and to speed up expansion in Brazil. [CLICK HERE](#)

Elcoteq plans to restructure its operations and commences co-operation negotiations in Finland - 13 July 2011-Elcoteq plans to restructure its operations to adjust the company's cost structure to the current business volumes and to improve profitability. [CLICK HERE](#)

Win a Free Ticket to the July 21st World TeamTennis (WTT) Match by Recycling Your Old Electronics - Citrus Heights, CA—14 July 2011—Sims Recycling Solutions, the world's largest electronics recycler is partnering with World TeamTennis (WTT) and the Sacramento Capitals at Sunrise Mall to provide the community with an electronics recycling event. The first 100 people to recycle their old electronics will receive a ticket to the July 21st Sacramento Capitals match where you can watch the final match of the season as the Capitals take on the Springfield Lasers. This event will be held on the Sacramento Capitals "Green"

Theme Day which is Wednesday, July 20th, 2011 at Sunrise Mall at 6055 Sunrise Mall, Citrus Heights, CA 95610 from the hours of 5:00pm-7:00pm. [CLICK HERE](#)

Chainalytics Acquires Chainnovations - 14 July 2011-Chainalytics LLC, a leading supply chain research, analytics, and consulting firm focused on enabling fact-based supply chain decisions, announced today its acquisition of Chainnovations, a supply chain management consultancy. Chainnovations' team will lead a new practice area dedicated to service supply chains and logistics operations. Chainnovations' founder and managing partner, Irv Grossman, will lead the practice as Vice President. [CLICK HERE](#)

Motorola Solutions Expands Global Services - Schaumburg, IL—14 July 2011—Motorola Solutions, Inc. today announced it is expanding its current services offering to help enterprises and government agencies maximize the benefits of their business- and mission-critical communications assets. [CLICK HERE](#)

Avnet Electronics Marketing Appoints Torrel as New Leader of Avnet United - Phoenix, AZ—13 July 2011—Avnet Electronics Marketing, an operating group of Avnet, Inc., today announced the promotion of Lynn Torrel to vice president of Avnet United, which supports the top tier global and strategic contract manufacturer accounts. She will now lead the group, replacing Gerry Fay who was recently announced as Avnet's global logistics and operations officer. Torrel has been in the electronics industry for 16 years, with the past 11 years at Avnet managing complex global customers. Torrel will report to Harley Feldberg, president of Avnet Electronics Marketing. [CLICK HERE](#)

Lexmark reveals new channel initiatives - 12 July 2011-Print vendor Lexmark is publicly launching a range of new partner services in response to growing demand for value-added services from the channel. [CLICK HERE](#)



Reverse Logistics and Reverse Transports – The dynamics is the challenge

by Cássio dos Santos Peixoto

The Brazilian experience, with few exceptions, as the new National Solid Waste is still in its infancy, because the legislation is very new and still be dependent on plans at all levels of government.

However, some issues have been very attractive, creating great opportunities within

the waste policy. Some of them are drawing attention of the most relevant, Reverse Logistics, established by the National Policy, it is an instrument brought by the Law no. 12.305/2010, defined in Article 3, XII as “an instrument of economic and social development

characterized by a set of actions, procedures and means to facilitate the collection and recovery of waste in industry, for reuse in the cycle or other production cycles, or other environmentally sound disposal.”

Although not an unknown



PLANKS OF WOOD FROM SCRAPPED PALLETS, COURTESY OF XEDOS4 - FREEDIGITALPHOTOS.NET

instrument, the logistics system of return, gets a nice dress extremely relevant in the current scenario in the economic and environmental bias. Used originally to collect or replace damaged products, many experiments can be used. Although the standard identifies certain waste for immediate implementation, the implementation deserves a technical construction and professional, concerned with the results.

Importantly, the product life cycle does not end with the

disposal post-consumer use. Reuse, reuse and recycling have been receiving the attention of big business for some years.

To better understand this discussion, the Reverse Logistics can be seen only as a way contrary logistics “common” as we know it as well, we can see it on this new and necessary clothing. In some places they are very similar because the same mechanisms are used, such as retention and storage, inventory control, computerized information

system and monitoring, adequate transportation and others. However, not everything is similar. The differences are well defined, reverse logistics needs an own format which influence the reverse transport.

In the common logistics information systems, production and shipping, can be integrated or connected in reverse this interconnection is complex, requires a vision of their own, prior segregation “possible” material. Flows, too, are very different, in most cases,

you can not use the unit system of counting, using, in this case, the metric system or weighing. The controls are more difficult and there is a need for a specialized network for the collection and storage.

Reality shows that, as the products are to be disposed of with greater speed, they become waste, largely because of the economic improvement of certain groups of Brazilian society, as the rise of class “D” and “E”. Still, it is striking decrease in the economic life cycle of products, making consumers more eager for modern items.

With this increase represents the reverse transport system should follow this course, integrate the system of reverse logistics business properly, as well as the collection systems and storage expertise to the task. Another consideration relevant logistics or post-consumer use is the establishment of collection points and storage, called reverse distribution points.

These points need to be created through careful selection, the reverse process of the actors should be engaged in the project, noting that the responsibility of the company will always be charged. Thus, every care must be taken by enterprises, especially in regard to legal and licensing. This moment involves a series of procedures aimed at protecting the interests of the undertaking as to compliance. To achieve the desired success in these measures, a plan should be consumer awareness building. Without economic motivation or environmental responsibility, the commitment will be difficult to deliver to final consumers, where indicated.

The great engine of all this reverse engineering is not restricted to legal coercion. The economic and earnings may be fairly representative and this has been the target of investment. For this reason also, the shield law and legal compliance can be the differentiator for

enterprises to protect the risks and possible financial losses. To the extent that new technologies are discovered, methods and corporate security, profitability increases.

However, there is much to be invested in training, technology and trade, especially in the transport sector needs to realize that reverse the flow of reverse logistics is something that needs to be well structured since its operation will be very different.

RLM



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Lawyer - Business Consultant
Professor of Law and Environmental Law, Graduate School of Environmental Management, Post-Graduate in Business Law, Post-Graduate in Environmental Law, Post-Graduate in Environmental Management



Logística Reversa e Transporte Reverso a sua dinâmica é o grande desafio.

A experiência brasileira, salvo raras exceções, quanto à nova Política Nacional de Resíduos Sólidos ainda é incipiente, em virtude da legislação ser muito nova e, ainda, ser dependente de planos em todas as esferas de Governo.

Contudo, alguns temas tem se mostrado muito atraentes, criando ótimas oportunidades dentro da política de resíduos. Alguns deles estão chamando à atenção no mundo corporativo. Um dos mais relevantes, a Logística Reversa, instituída pela Política Nacional, trata-se de um instrumento trazido pela Lei nº. 12.305/2010, definida em seu artigo 3º, XII, como: “instrumento de desenvolvimento econômico e social caracterizado por um conjunto de ações, procedimentos e meios destinados a viabilizar a coleta e a restituição dos resíduos do setor empresarial, para reaproveitamento,

em seu ciclo ou em outros ciclos produtivos, ou outra destinação final ambientalmente adequada.” Mesmo não sendo um instrumento desconhecido, o sistema logístico de retorno, ganha uma roupagem legal extremamente relevante no cenário atual sob o viés econômico e ambiental. Usado primitivamente para coleta de produtos danificados ou em substituição, muitas experiências poderão ser aproveitadas. Embora a norma identifique alguns resíduos para aplicação imediata, a implementação merece uma construção técnica e profissional, preocupada com os resultados.

Importante ressaltar que o ciclo de vida dos produtos não termina com o descarte pós-uso pelo consumidor. Reuso, reaproveitamento e reciclagem vêm recebendo a atenção de grandes empresas já há alguns anos.

Para o melhor entendimento desta discussão, a Logística Reversa, pode ser vista, apenas, como uma forma contrária da logística “comum” como a conhecemos como também, podemos vê-la sobre esta nova e necessária roupagem. Em alguns pontos elas são muito parecidas pois, se utilizam dos mesmos mecanismos, como: retenção e armazenagem, controle de estoques, sistema informatizado de informações e acompanhamento, transporte adequado dentre outros. Entretanto, nem tudo é semelhante. As diferenças são muito bem definidas, a logística reversa necessita de uma formatação própria o que influenciará no transporte reverso.

Na logística comum os sistemas informatizados de produção e expedição, podem ser integrados ou interligados, na reversa esta

interligação é complexa, necessita de uma visão própria, segregação prévia “possível” dos materiais. Os fluxos, também, são muito diferenciados, na maioria das vezes, não se consegue utilizar o sistema de contagem por unidade, utilizando, neste caso, o sistema métrico ou de pesagem. Os controles são mais difíceis e há a necessidade de uma rede especializada para coleta e armazenamento.

A realidade demonstra que, à medida que os produtos passam a ser descartados com maior velocidade, transformam-se em resíduos, muito em função da melhoria econômica de determinados grupos da sociedade brasileira, como a ascensão das classes “D” e “E”. Ainda, torna-se flagrante a diminuição do ciclo de vida econômica dos produtos, transformando o consumidor ávido por itens mais modernos.

Com este aumento representativo, o sistema de transporte reverso deve acompanhar esta evolução, se integrar ao sistema de logística reversa empresarial adequadamente, como também, os sistemas de coleta e armazenagem

especializados à tarefa.

Outra consideração de relevo da logística pós-uso ou pós-consumo é a constituição de pontos de coleta e armazenamento, chamados de pontos de distribuição reversa. Estes pontos precisam ser criados através de escolha criteriosa, os atores dos processos reversos deverão estar engajados no projeto, lembrando que a responsabilidade sempre será cobrada da empresa. Desta forma, todo cuidado precisa ser tomado pelos empreendimentos, principalmente quanto aos aspectos legais e de licenciamento. Este momento implica em uma série de procedimentos que vise resguardar os interesses do empreendimento quanto ao cumprimento das normas.

Para alcançar o êxito desejado nestas medidas, um plano de sensibilização do consumidor deverá ser montando. Sem motivação econômica ou de responsabilidade ambiental, será difícil o comprometimento do consumidor final quanto à entrega, nos locais indicados. O grande motor de toda esta engenharia reversa não se

restringe a coerção legal. Os aspectos econômicos e os ganhos podem ser bastante representativos e por isto vem sendo alvo de investimentos. Por isto ainda, a blindagem jurídica e a conformidade legal pode ser o diferencial para resguardar os empreendimentos de riscos e eventuais prejuízos financeiros. Na medida em que são descobertas novas tecnologias, métodos e com segurança corporativa, a rentabilidade aumenta.

Entretanto, há muito a ser investido em treinamento, tecnologia e negociação, principalmente no setor de transporte reverso que precisa perceber que o fluxo da logística reversa é algo que precisará ser bem estruturado já que sua operação será bem distinta.

RLM



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WHAT IS THE REVERSE LOGISTICS ASSOCIATION?



At this year's RLA Conference & Expo in Las Vegas you may have noticed a television crew roaming around. The crew was there to capture response to the conference and make a video that displayed the essence of the Reverse Logistics Association. They were also filming segments for a new video series in RL Digital magazine called RLA Rewound. As you view it, you may see some familiar faces. A big thank you to everyone who took time out from their busy conference schedule to stop and talk with our reporter. We hope you will share the video with friends and colleagues as you introduce them to the association and explain what we do and how we can support them. Stay tuned, because we may be talking to you for the next series of videos for RLA Rewound.

Reverse Logistics Association Focus Committees



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- Larry Maye, Precision Camera
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- Mike Joy, Refurb World Inc.
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- Jeffrey Reed, InFonte
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- Colin Kempter, ECN Group
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Energy Savings and Cleaner Air With Your Elevators

by John Powers, Century Elevators

Elevators don't use a lot of energy compared to air conditioning, heating – or even compared to computers and lighting. But when you add together all the little

ways to cut energy use in a large building, the savings can add up.

According to John Powers, President of Century

Elevator Co., a 15 year-old full-service family-owned firm based in Quincy, Mass., (www.century-elevator.com) serving all of New England, new elevators use a

small percentage – less than 5% -- of a building's overall energy consumption.

But elevators over 20 years old use motor generators that must convert AC power into DC power to move the cab. DC used to be the current needed to control leveling, acceleration, deceleration and positioning. Advances in AC technology now allow elevators to operate without the energy-consuming power conversion.

Powers notes there are still

200,000 motor generator drives in elevators across the U.S. These older models use 40,000 kWh of electricity annually, some 72% more than modern drives. The additional energy is enough to power 80,000 homes for a year.

Another side benefit of switching to non-motor generator equipment is the decrease in required machine room cooling. Using newer technology can result in a 45% reduction in BTUs, a substantial savings over the

building's lifetime.

In addition, most DC generators use carbon brushes, which throw off carbon dust. A generator usually has 16 brushes, which in total, can emit up to 7 pounds of carbon dust per year. "Multiply this by the number of elevators and you've got some dangerous dust floating around your building," says Powers.

He says another way to save energy in elevators is through a regenerative drive system

Industry Events



RLA Conference & Expo – Singapore
September 26-28, 2011
[Click Here](#)

Escrap Conference - Orlando, Florida
October 5-6, 2011
[Click Here](#)

RLA Seminar - Tampa
November 7, 2011
[Click Here](#)



CENTURY ELEVATOR PRESIDENT JOHN POWERS (ON THE RIGHT IN BOTH) AND HIS BROTHER JEFF POWERS WORKING AT THE ELECTRICAL BOX.

that recycles the electricity counterweight is recycled used to power the elevator's into other parts of the movement. Here, as the elevator's power, such as cab moves up and down, lighting. Extra energy can a counterweight moves in even be directed the opposite direction. The to other uses electricity used to move the in the cab and



COURTESY OF TWOBEE - FREEDIGITALPHOTOS.NET

building, thus saving more electricity.

Other ways to cut energy costs when dealing with elevators: Use LED lights and program the controller to shut off the fan and lights when the unit is not in use.

“Whether you’re upgrading an older elevator or installing new units,” says Powers, “reduced operating costs through green upgrades can outweigh capital upfront costs within a reasonable

time, and more than pay for itself over the average 35-year lifespan of your elevators.”

Not only will these energy improvements help keep rents down and make your elevators more efficient and less likely to break down; they’ll also help with tenant retention. Besides energy savings, it may even be possible to save on taxes if the building qualifies for certain green tax incentives.



MOTOR DRIVEN ELEVATOR IN THE ENGINE ROOM COURTESY OF TWOBEE - FREEDIGITALPHOTOS.NET

Powers points to another way to show customers you care about the environment: “There are many recycled materials being used in cab interiors. Using reclaimed metals and wood is a selling point. One of our clients is an engineering firm that promotes green technology. When we buy materials from our vendors, we specify that they be part of the ‘green system.’ That way, we go ‘UP’ in our customers’ opinion – and so do they.”

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John Powers, When his last employer closed shop, John launched his own company. Many (Century Elevator President John’s Dad)spent his entire adult life – about 45 years – installing, maintaining and repairing elevators throughout New England – ensuring that people and precious cargo arrived safely – whether it was one floor in a restaurant or 60 floors at one of Boston’s tallest buildings. He worked for several leading elevator firms.

John’s reliability and integrity followed him – and Century Elevator, Inc., was born in 1997. Today, his family continues the tradition, operating the business from their Quincy, Mass., headquarters, with son John heading the operation.



Tune into E-Scrap Conference

For more information on how you can sponsor, exhibit and attend E-Scrap Recycling Conference 2011 visit www.e-scrapconference.com or call Resource Recycling, Inc. at (503) 233-1305

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Money Talks



Apple's familiar act: underplay, overachieve
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Dell Efficient IT Solutions Growth Strategy Driving Its Stronger Financial Performance
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IBM Reports 2011 Second-Quarter Results
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Philips - Q2 2011 Quarterly report and Semi-annual report
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OTHER PARTICIPANTS



Location:
Singapore

Date:
Workshops - September 26, 2011
Conference - September 27-28, 2011

Be sure not to miss the Racing Networking Event where you can network while watching the race!

FOR COMPLETE DETAILS VISIT WWW.RLASHOWS.ORG



by Philip Jayne, GM Operations, Panasonic & Chris Joel, Product Manager, ECN Group

PANASONIC REQUIRED AN ALTERNATIVE SOLUTION TO THE PAPER-BASED PROCESS OF HANDLING PRODUCT RETURNS, WHICH WAS CAUSING PROBLEMS FOR THEIR WAREHOUSE STAFF, FINANCE DEPARTMENT, RETAILERS AND SHOPPERS...

A headache for many manufacturers of consumer goods is providing a simple way for everyone in the supply chain to handle product returns.

It's a particular problem for consumer electronics suppliers, whose goods are often complex and expensive which means each return has many decisions and many players (freight, retail, repair,

recycler, manufacturers departments etc) all making decisions and all unable to easily see what the others have done.

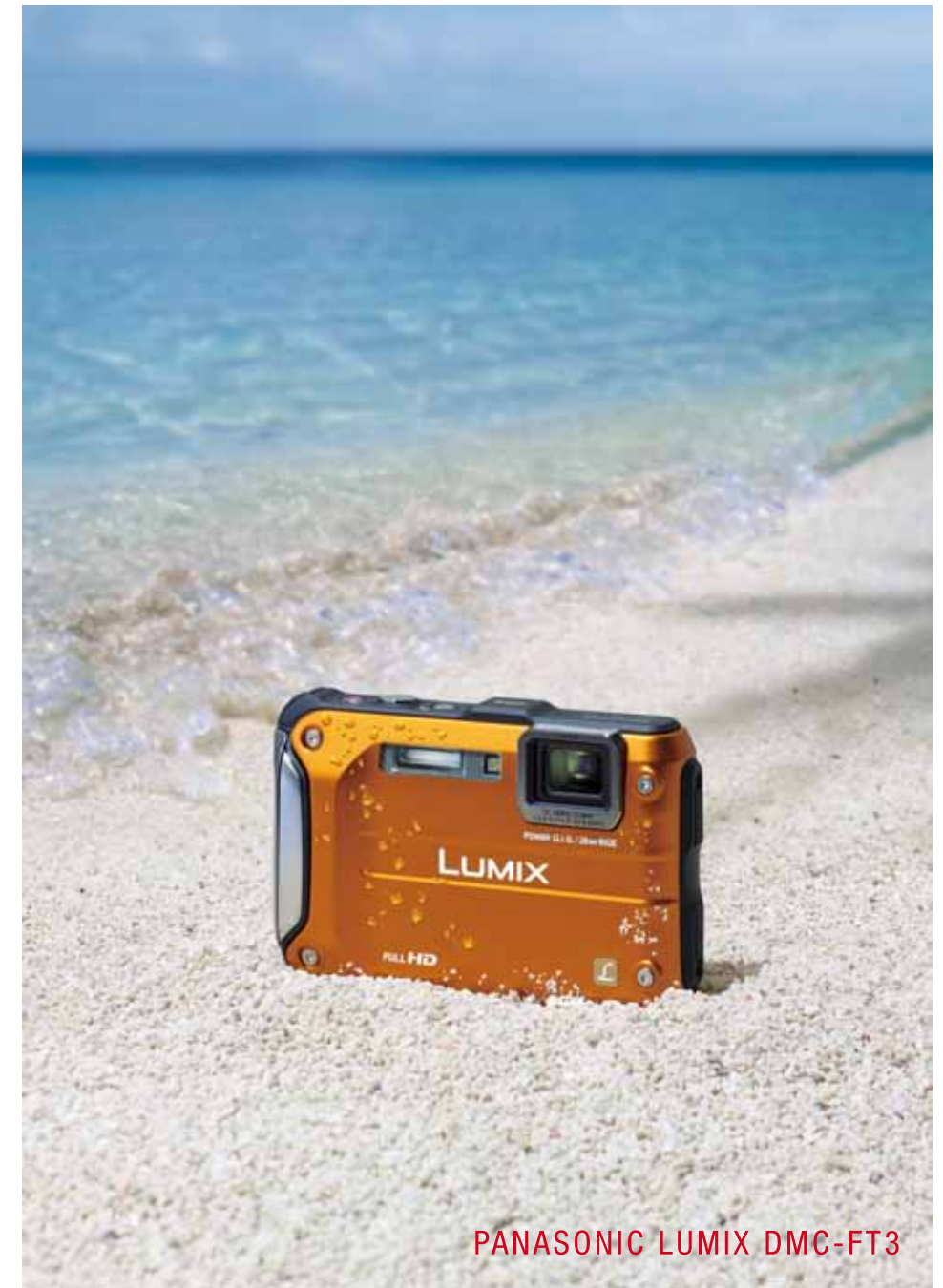
For Panasonic, and the retail chains it supplies, this was causing an expensive confusion of returned goods arriving at Panasonic's warehouse without the proper checks by retailers and without complete paperwork.

Most businesses can efficiently manage forward logistics, but when they attempt to throw the supply chain into reverse, the wheels often start to wobble. There are many reasons why. For one thing, retail may be a seven-days-a-week activity, but operations management isn't. Also, high retail staff turnover and prevalence of part-timers mean shops are often better equipped for selling goods than taking them back for repairs or refunds.

On top of that, selling consumer electronics requires knowledge of scores of brands, products and models with varying warranty terms and procedures for return or repair.

Panasonic has found a solution in ECN ERL — or Enterprise Reverse Logistics — from supply chain and logistics specialist ECN Group.

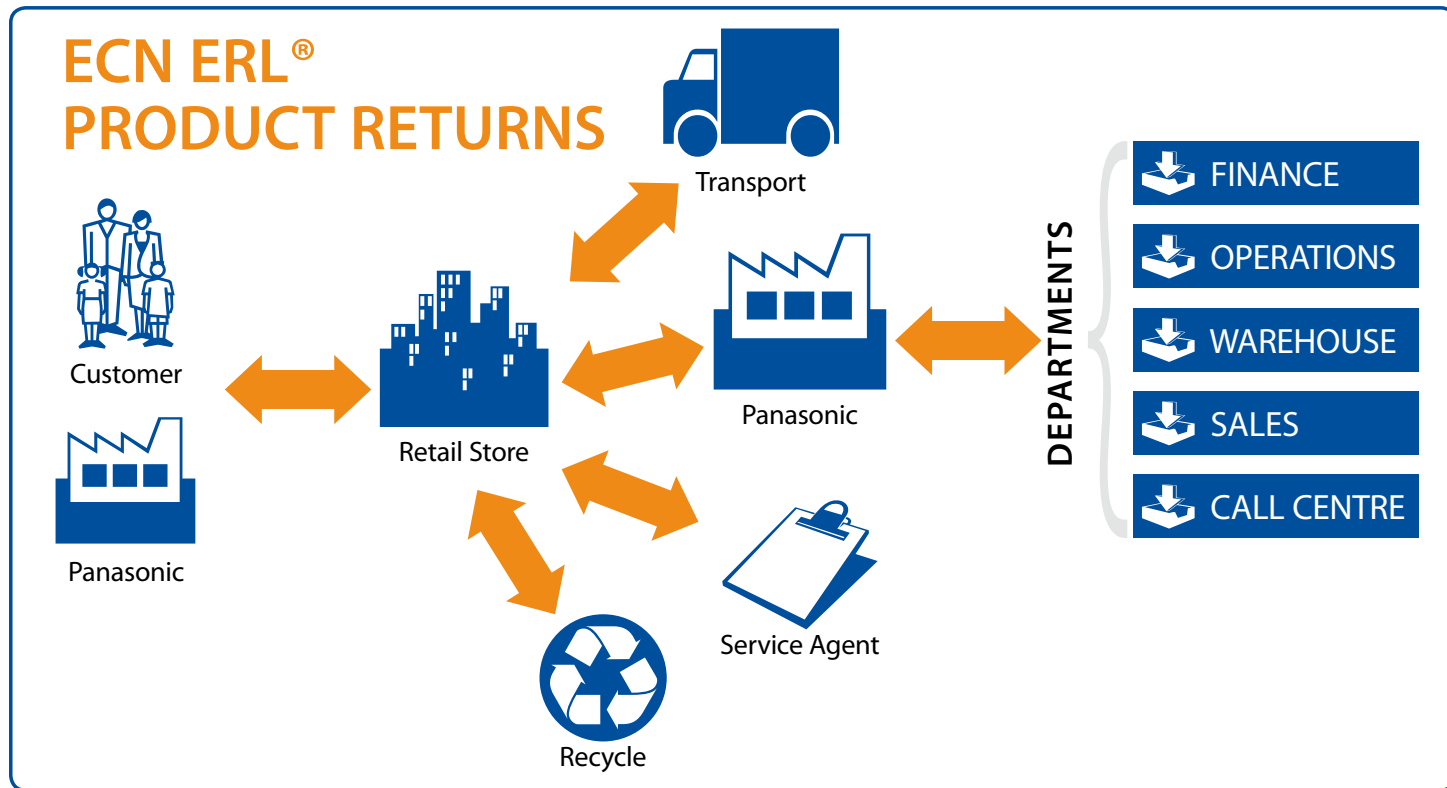
ECN ERL has simplified the process by allowing manufacturers like Panasonic to put their policies and rules for numerous products on a single website which works out the right actions for the return in the website and can also have multiple suppliers doing the same – thus allowing retailers and others to view and use one site. Panasonic has been quick to adopt ECN ERL,



PANASONIC LUMIX DMC-FT3

and is gradually bringing its retail partners into the system. over the weekend is a big advance.

Panasonic general manager of operations Philip Jayne says “Managing returns is an important part of the business because otherwise retailers can return products without the necessary checks. They can send them back for any reason. We tried to put controls around that but we still got a



lot of product that turned up at our warehouse without any paperwork,” Jayne says

“Retailers have to try to keep staff informed about how different brands handle returns. One of the benefits of this system is you go to the one website and all suppliers’ policies, all their steps and procedures, are all laid out for them and they just have to put the data in the web site where ERL will work out the right actions for them.

For Panasonic, the system has introduced more rigour and efficiency to the processing and payment of credits. Retailers and repair agents have also gained visibility of the process. Panasonic tried out ECN ERL

with retailer Appliance Shed, which has three Auckland stores. John Green, who looks after returns for the chain’s Glenfield store, gives the system a ringing endorsement.

“ONE OF THE BENEFITS OF THIS SYSTEM IS THAT YOU GO TO THE ONE WEBSITE AND ALL SUPPLIERS’ POLICIES, ALL THEIR STEPS AND PROCEDURES, ARE ALL LAID OUT FOR RETAILERS AND THEY JUST HAVE TO FOLLOW IT THROUGH.” - PHILIP JAYNE, PANASONIC GENERAL MANAGER, OPERATIONS

“We were one of the first stores to adopt the system and my impression of it is nothing but positive. If a customer has a problem with a product, I can just work through the website and it will suggest steps to check whether it’s a real fault or a problem with set-up,” says Jayne.

“For a weekend, if you get a customer with a problem that you’re not quite sure how to handle, the website will give you suggestions of how to tackle it. It will give you a decision there and then about whether a product needs to be repaired or replaced, whereas otherwise you’d have to tell the customer to wait till Monday,” Jayne says.

“In that respect it’s very satisfying for both the customer and ourselves.”

Jayne says Panasonic have been able to input business rules into ECN ERL for hundreds of their products, with prompts for the retailer to eliminate issues caused by the end user. The system then leads the retailer down the right repair or replacement path, depending on product type, price and warranty terms.

“A key benefit is that rather than a retailer shipping a product back to our Auckland warehouse from Invercargill,

say, if there’s an authorised service centre a mile down the road, it will ensure it goes there.”

That brings much-needed control and visibility to a process that was plagued by incomplete paperwork and wasted freight movements. “If you have product roaming around the countryside without paperwork, things can go missing. Then you end up in an argument with the retailer as to whose responsibility it is and who bears the cost.”

For consumers, it means faster repair turnaround times, and

on-the-spot replacements for products below a certain price. “If the fault is something the customer is doing wrong, the self-repair prompts in the system will solve the customer’s problem, in which case the store will turn them around very quickly, satisfy their needs and look like all-round good blokes for doing it.”

Jayne estimates 10 to 20 percent of returns are not the result of a faulty product but of a “user fault”.

CONTINUED ONTO PG.34



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Panasonic also have commercial clients who buy product direct from Panasonic. As they don't have a store to return product to, they call the Panasonic call centre. The call centre then uses ECN ERL to process the return extending the benefits of the system to these commercial clients too.

Store returns are also an issue for Panasonic. This can be where the wrong product is delivered by Panasonic to a retailer or it gets damaged in transit. These returns are different to consumer returns

and have different decision points and rules. ECN ERL has a separate wizard for store returns which reflect the different rules Panasonic and its retailers have. However, just like consumer returns, ECN ERL applies Panasonic's rules to each store return via the same ECN ERL web site.

Since the trial, Panasonic has brought about 80 100%-branded Appliance Connection and 50 Harvey Norman electrical stores on to the system, and is in talks with other leading chains.

"We've noticed already that a lot less product is coming back to our warehouse," says Jayne. "A lot of it is going direct to local authorised service centres to be fixed, which obviously saves money and improves the service to the customer."

Appliance Shed's Green would be keen to see other suppliers adopt ECN ERL.

"In a way it helps me sell Panasonic because I can recommend it as a company because of the excellent help I get from the system.

"It would help me greatly if I had a system like this for all of my products." RLM



Philip Jayne,
GM Operations,
Panasonic

As General Manager Operations, Phil is responsible for all Panasonic New Zealand logistics functions, including product returns, imports, warehousing and local carriers for outbound goods. He is also responsible for the national customer care call centre, all service functions and for spare parts.

Phil is a life long Panasonic man who joined as a fresh

faced sales cadet. Prior to his current role, Phil has also had numerous roles with Panasonic in sales, product management and marketing.

Phil's career has focused on helping Panasonic to become and remain the pre-eminent browns goods brand in the New Zealand market place, which has been achieved through successful relationships with retailers and suppliers.



Chris Joel,
Product
Manager, ECN
Group

Chris Joel has over 25 years sales & marketing experience in the software and publishing industries. His specialities are in new product development and assisting industry groups to collaborate.

At ECN he has been instrumental in the creation of its product, ECN Enterprise Reverse Logistics® (ECN ERL®). ECN ERL® is an on demand collaborative reverse logistics solution.

Chris is also responsible for the marketing activities of The ECN group in the three continents in which it operates.

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Technical Trends

The Value of Culture AKA: Don't be a jerk

There may not be a more difficult business than RL to manage in a successful manner. The business model of RL is almost always complex. There is never a reliable forecast to plan against. On any given day you will receive a volume of product that will either be two times the volume you planned for or worse-maybe half. You will receive pallets of defective product that you thought were end of life, and the Client advises: it is critical you find parts and get them repaired. In addition to the unpredictable inventory movement and part issues, then you have the challenge of managing the staff. In RL it often seems inevitable that normal staff issues become amplified to obscene levels. When environments have this much stress and intensity, the stress just feeds on itself. Not a healthy business or workplace at all.

To compound things, most every RL operation I have seen relies on the 'dedicated few'. These are the folks that keep the wheels

on and everything running. They have no families and are in perfect health. I know this because they can never get sick or take a vacation. Because when they are gone-key tasks just don't get done and important work gets trampled by the urgent. In the end the Customer gets less service than they are paying for and the business is not as successful as it could be. As I thought about this issue for the last few weeks, I really believe this is a major problem that is holding back many RL operations from a growing and stable operation. My take on the answer-Systems and Culture. There has been a lot written and most understand the value systems, ERP and Analytic Tools provide to RL. What I want to unpack is the notion and value of instilling a High Value Culture.

What do I mean by a High Value Culture? I think it varies by company. At its root is serious thinking by founders of the company that answer a few key questions;

- What is the business value proposition and purpose?
- How will the company interact with itself internally?
- How will the company interact with Customers?
- How work is conducted?
- What are the non-negotiables?

What I am talking about here is not the simple plaque on the wall and a Mission Statement. It is much more than that. Let me share a couple of examples;

At Celestica we had a 'Living List' of key Clients and committed business performance. I still remember a VP at Celestica telling me with a somber voice that it was a 'sin to ever miss a commitment to a Customer at Celestica. I had never heard the word 'sin' used to describe failure at a business before.

At Solectron, Ko Nishimura always led the weekly rhythm that was the Solectron financial engine. We would have the

"Hard-Call" on Thursday where the GM's would freeze the revenue forecast for the next month and then we would have weekly reviews of our RnO (risks and opportunities). Solectron was also a pioneer in the CFT (Customer Focused Teams) that everyone seems to have a version of today. I still have a copy of the Solectron CFT training manual; it is almost like a great piece of literature to read.

The practices at these companies made an impact on me that still echoes today. In short the culture helped assure I was obligated to keep the team successful. This is very similar to what the military does with their boot camp training-instill the value of the team and the responsibility to cover for each other. When someone hires in at companies with a focus on maintaining their cultural identify the process is pretty standard. You are 'on-boarded' with indoctrination training to make you aware of all the history and the responsibility of your conduct. In addition there will be some type of training on ethical conduct and finance. The issue with ethics is one that I believe also needs serious focus, especially in RL. There will always be opportunities for ethical issues and conflicts in the RL business. Having stated upfront the company commitments to ethics and non-negotiables is a powerful way to address with Clients and Staff your pledge to do the right things. How many RL Businesses have you seen

with these kinds of training today? Not many-most believe this type of training has little value and will cost too much. Not me, the real cost is in addressing failure to your Customers. Imagine the value and power of developing a sustaining culture in your business as you try to win new business.

There are many companies that have begun to see the value of integrating a Sustaining Culture, Ethics and Values and are doing so in a public way to promote their overall success. So let me point you to some leaders of this kind of content to get your creative juices flowing.

My personal favorite for getting your attention is Success Factors. They have a set of directives and guidance called 'Rules of Engagement'. These rules are summed up in their opening training slide with the statement that I cannot really state here, except to say-don't be a jerk. <http://www.slideshare.net/successfactors/successfactors-core-values>

Then there is Google. On the Corporate side, they build their code around the "Don't be evil." mandate. This is further expanded into a really well done primer on corporate ethics. <http://investor.google.com/corporate/code-of-conduct.html>

For the Google Employee Team, the workplace culture is outlined with 'Ten things we know to be

true' Then with the few links on the left you can discover their commitment to security, style and design. <http://www.google.com/about/corporate/company/tenthings.html>

However, the one MUST READ, document for defining workplace culture is from a hedge fund of all places. Ray Dalio is the amazing leader of the famous hedge fund Bridgewater. He has worked to carefully quantify the culture he wants at Bridgewater with an 80 page book he authored called 'Principles'. This is simply a tremendous read that WILL cause you to think. You may not like all that he says. But you will like a lot of it-and you will think for days later.

<http://cache.dealbreaker.com/uploads/2010/05/Bridgewater-Associates-Ray-Dalio-Principles.pdf>

There really is a way to break the cycle of drama, heroics and firefighting. It starts with a defined culture that is based on ethical conduct. Being successful in this area will make work more enjoyable, scalable and attractive to Clients. RLM



L. Bryant Underwood is Director, Supply Chain for Elbit Systems of America, a leading provider of high performance products and system solutions focusing on the defense, homeland security, commercial aviation and medical instrumentation markets.

Returning Thoughts

Reverse Logistics Framework: RMA processing, the Heart of Returns Management

“To be or not to be” that is the question for RMAs. The “RMA” (a return material authorization or just “RA” return authorizations) is full of uncertainty. Uncertainty as to whether we want to authorize a return, uncertainty whether we will ever receive the unit, uncertainty what kind of condition it will be in, uncertainty whether we will issue a credit, ship a replacement or do a repair. We are not even certain that an RMA is a formal accounting transaction. Managing uncertainty is

much of what we do in reverse logistics, but the RMA is the heart of much of what we do in reverse logistics. The Reverse Logistics Association Software Solutions Committee is developing a Framework for Reverse Logistics and a key section of the framework relates to RMA processing. In the framework, the committee is outlining goals, functions and metrics related to the creation and management of RMAs.

Many of us are aware of how to manage RMAs, but the intention of the Framework is to develop a reference base of knowledge and best practices for you to use as a tool to review your operations and improve your performance, processing, corporate profitability as well as reduce and manage the uncertainty of returns processing.

The committee will be publishing their work, but below are some highlights of some of the goals and

metrics to help you with your RMA processing:
Highlights of the Reverse Logistics Framework:
RMA Processing Goals:

- Satisfy the customer
- Ensure only valid units are authorized for return
- Capture accurate customer and product data for processing, analysis and future prevention
- Provide real time visibility to the data for your teams and especially to your customer
- Avoid receiving exceptions and processing issues that cause delays
- Complete an RMA transaction as quickly as possible for high customer satisfaction
- Ensure RMAs get closed and customers have completed their return obligations
- Minimize cost of

creating and processing RMAs (e.g. the use of self-service vs. call center)

- Integrated systems and automated processing
- Highlights of the Reverse Logistics Framework: RMA Processing Metrics:
 - Customer satisfaction surveys
 - Number of RMA units by month, product, customer type, percent of sales
 - Time to process an RMA and RMA aging
 - Inventory levels and turns for awaiting receipt, defective, new finished or refurbished goods
 - Cost to issue and cost to process an RMA
 - Receiving exception or processing issues

Remember the big goals of Reverse Logistics: increase customer satisfaction without forgetting to look

after your corporate need to improve profitability and reduce the uncertainty. The list above is meant to get you started in thinking about how the Reverse Logistics Framework can help your operations. At the same time, please forward your RMA processing thoughts or experiences to the committee or better yet, join the committee and devote a few hours to share your wisdom and experiences with returns processing for the good of our members and your fellow Reverse Logistics professionals.

RLM



Good luck
Paul Rupnow
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