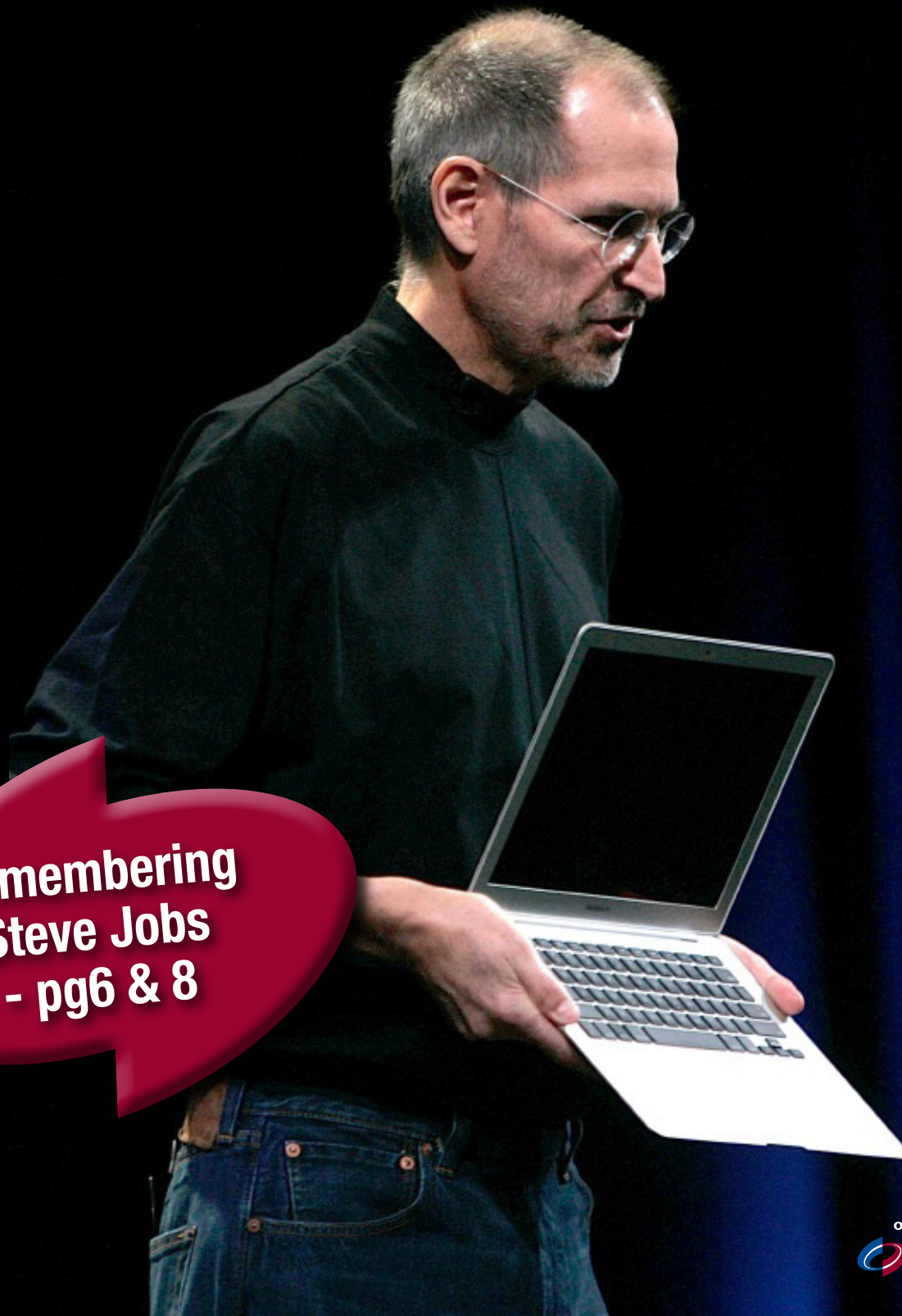


REVERSE LOGISTICS DIGITAL magazine®



**Remembering
Steve Jobs
- pg6 & 8**

9th Annual RLA Conference and Expo Las Vegas 2012

America's Premiere Reverse Logistics Event

February 7-9, 2012



Over 150 Exhibitors and Sponsors – 1,500 RL Professionals Representing 700 Companies



Make plans now to join us for the 9th Annual Reverse Logistics Conference and Expo on February 7-9, 2012 at the Rio Hotel and Casino.

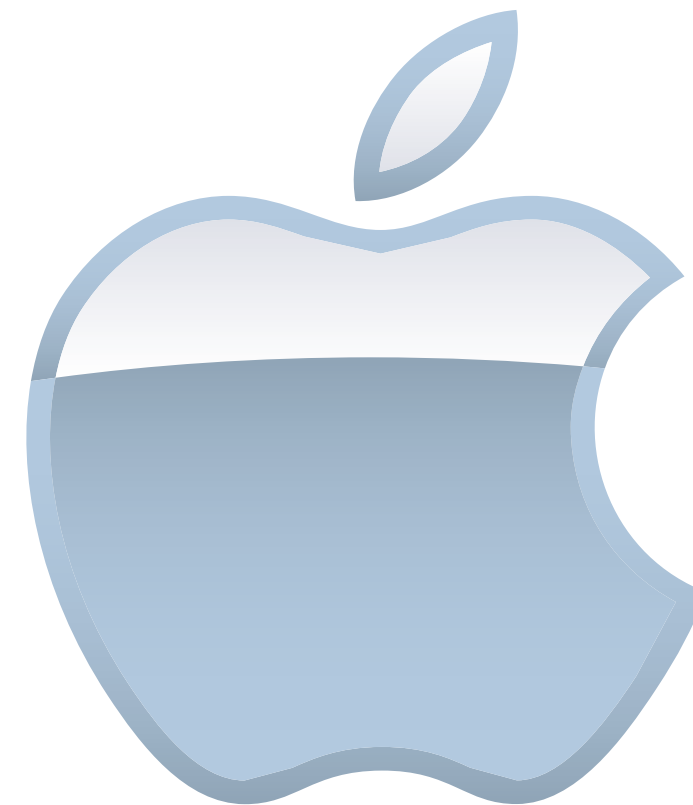
Monday offers pre-conference workshops and the conference industry reports. Tuesday is the keynote address, followed by sessions presented by RL professionals, leading academics from over 150 individuals.

The Expo where 3PSPs will showcase their RL services and solutions.



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

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by Chris Liberty, Pathfinder Logistics

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Publisher – Gailen Vick
Editor - Lyndsey Turner
Technical Director - Matt Gwilliam
Creative Design – Lyndsey Turner
Director of Marketing - Jeff Robe
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Editorial and Circulation Office
441 W. Main Suite D
Lehi, UT 84043-2024
Phone: 801-331-8949
Fax: 801-206-0090
editor@RLmagazine.com
www.RLmagazine.com

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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!

Recap



2011 RLA Conference & Expo Singapore Recap

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Companies like Dell, DHL, Hewlett Packard, RIM, Oracle, UPS and Teleplan were represented at the event. There was a great exchange of ideas, challenges, and issues in the reverse logistics industry.

Video

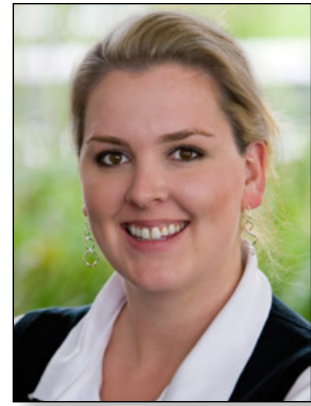


What is the Reverse Logistics Association? by Reverse Logistics Association

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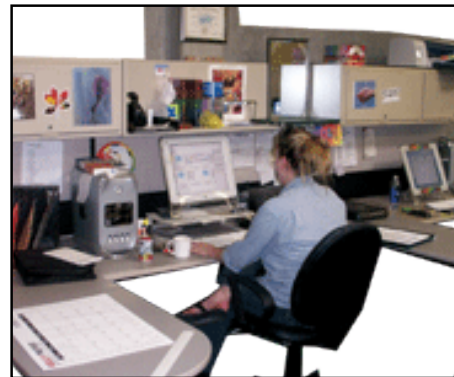
Message from the Editor

A lot of readers might not know this, but I am also the Graphic Artist for Reverse Logistics Association. Classically trained as a desktop publisher I have been on Mac's for my entire education as well as professional career. In school a typography class is mandatory, I thought it would be boring until my professor grabbed my attention by quoting Steve Jobs:

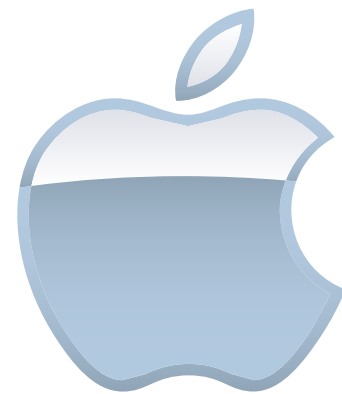


"I decided to take a calligraphy class to learn how to [learn calligraphy]. I learned about serif and sans-serif typefaces, about varying the space between different letter combinations, about what makes great typography great.", "It was beautiful.", "Historical.", "Artistically subtle in a way that science can't capture.", "And I found it fascinating." - Steve Jobs

Not sure what graphic field I wanted to pursue, this quote enabled me to have an open mind. I landed on desktop publishing and typography is essential. Steve Jobs was someone I looked up to, a lot of us did. Every time a new Apple product came out or when he spoke at Macworld we were captivated. There is not a day that goes by that I don't use his technology; iMac, Macbook Pro, iPod, iPhone and my favorite addiction is watching the movie trailers on www.apple.com. He was a visionary and a huge part of my education and aspirations.



My first graphic job on my Mac



His passing is a loss to us all and I want to say thank you to Mr. Steve Jobs for all he has given to me and to the world.

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.

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.

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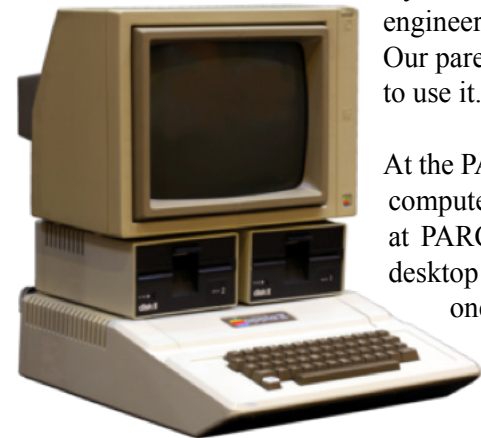
Message from the Publisher

INVENTION/INNOVATION PROPELLED

This month's cover story is about invention/Innovation. A company takes material that is destined to be thrown away and converts it into a meaningful solution that saved the San Francisco Bay Bridge from being crushed by a ship! Now that makes for a wonderful story.

This month we lost a leader of innovation, Steve Jobs. He was the driving force behind so many amazing innovations like Apple's iPhone, iPad, iPod, iMac and iTunes. Jobs was 56.

My life as well as so many others has been affected by Jobs. In the late 1970s as a young engineer at Shugart Associates, a project I was working on required an electron microscope. Our parent company, Xerox, had one at the Palo Alto Research Center (PARC) so I went there to use it.



At the PARC library, while researching the use of the electron microscope, there was a desktop computer with a GUI (Graphic User Interface) and a pointing device (a mouse). One day while at PARC, a management group came in to demonstrate the desktop computer to a couple of visitors, later I found out that one of those guys was Steve Jobs.

In 1979 before I was transferred to Boston (Sales Engineering) the buzz one day in Shugart's marketing department was that Steve Jobs was coming in to look at our new 5 1/4" Floppy storage disc. A short time later, in early 1980, Jobs incorporated PARC's Graphic User Interface and the mouse, along with Shugart's 512kb floppy drive in the first Apple II series, then one year later, the Macintosh.



After losing a power struggle with the board of directors at Apple in 1985, Jobs left Apple and founded NeXT, a new type of computer that was to support the higher-education and business markets. In 1987 my path crossed with Jobs again at NeXT.



I was in marketing management at a disk drive company that was to have its device incorporated into Jobs new platform. Suddenly, as fast as we had been selected as a vendor, the door was closed at NeXT. Later I found out that the OS at NeXT was sold to Apple for around 400 million dollars.

Here is a favorite quote I heard from Steve, "My model for business is The Beatles: They were four guys that kept each other's negative tendencies in check; they balanced each other. And the total was greater than the sum of the parts. Great things in business are never done by one person; they are done by a team of people."

When our magazine went completely "digital" this year, we launched it on several e-reader formats; Kindle, Live Viewer, Playbook & Galaxy Tab. We also have a planned release of the iPad scheduled for November. So next month you will be able to read RL Magazine on the iPad!

None of these digital formats would mean much without the vision and innovation that Jobs had for how we would use and assemble data. He will be missed.

Gailen Vick - Founder & 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.

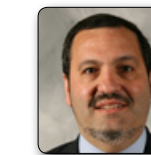


Doug Schmitt – Dell

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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- Steve Wallace, Planes of Fame Air Museum

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- Jeffrey Reed, InFonte
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- Jim Rushton, Encompass
- Bitu Salimian, National Electronics Service Dealer Association
- Tony Sciarrotta, Philips
- Jordan Sielaff, Ace Wireless
- Steve Vertun, Segue Corporation
- Javier Villarreal, Ace Wireless
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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 23





Purchasing Departments Discover Outsourced P.O. Management for Inbound Freight

by Chris Liberty, Pathfinder Logistics

Throughout their day, busy purchasing departments have been burned by the lack of buyer visibility to each other's orders. This is an old and on-going problem, but developing trends in inbound freight management have

brought some significant relief to the problem.

Here's what's happening: Say a retailer has 9 buyers, each segmented by product line. Buyer number 1 buys

soft lines and wearing apparel, and buyer number 2 buys sporting goods, and buyer number 3 buys furniture, and so on. Not only are they contending with min-max replenishment by SKU by store, they also

have to keep track of the new product releases, upgrades, and the like.

If 4 buyers place inbound orders in the same time period, and don't have visibility to each other's order, it is frequent that that the 4 origins form a rough straight line from the farthest away origin through to destination. They currently pay for 4 premium transportation (LTL) events as separate transportation moves.

What purchasing departments have discovered is that third party logistics companies (3PL's) will provide is to alert them to the fact that a full truckload would be built, with their permission, reducing the freight cost from \$2 per pound per single shipment to a nickel a pound for all four.

Once the purchasing department gets comfortable with this sort of function, they routinely (once a week?) give their 3PL visibility of the upcoming week's purchase order load, which allows the 3PL to proactively build this type of truckload. It also alerts them to the fact, should certain buys be staggered, a



suggestion to postpone, say, one of them for a day, in order to consolidate with the other 3. Before this program was initiated, none of these cost-containment functions was possible.

Obviously, the same visibility program with your 3PL is possible for the outbound traffic through sales order management, and if the 3PL handles both, not only are the inbound and outbound coordinated, there is often the possibility of a backhaul using the same truck when the situation arises.

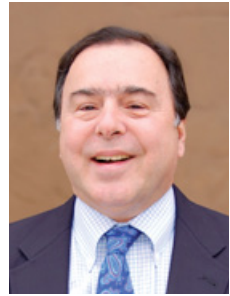
Another area that purchasing departments are leaning on their 3PL's for: LTL freight class assistance.

If the buyer had a freight class "cheat sheet" for his or her top 20 commodities, they can now know the price of an LTL shipment, to the penny, right during the buying call if their 3PL offers pricing on their website. In this way they can configure the landed cost per unit, by SKU, of any inbound shipment if they know its weight. In this way, they can configure a much more accurate shelf price immediately, rather than waiting for the freight invoice to come in a few weeks after the fact.

Order management is not new, but it's surprising how few retailers, especially the mid-sized (5-30 stores) companies take advantage of it. Have a word with your 3PL about purchase

order management for cost-containment of the inbound freight expenditures. You'll be glad you did.

RLM



Chris brings more than 30 years experience in global

transportation for both carrier and third party logistics organizations, including their air freight, surface freight, warehousing, real estate and software demands. He leads the development

and implementation of organizations' global marketing strategies and is the driving force behind new-account acquisition and customer retention initiatives. Chris' global supply chain expertise lets a company become a more valuable strategic partner to its customers than its competitors. His leadership and background make him an influential coach and mentor to any growing sales team. He has served in leadership roles for American President Lines Logistics, FedEx, TNT and Greyhound. Chris continues

to share his expertise at logistics, educational and technology conferences across the country. His passion for excellence, drive for superior results and motivated sales teams set the bar for many organizations' success. Chris also enjoys a thriving logistics consulting practice. He is a gourmet cook, enjoys long-distance hiking and high-impact aerobics, and resides in the Bay Area with his wife and daughter.

Read the Press

Newegg Taps CEVA for Home Delivery Service

Houston, TX—11 October 2011—CEVA Logistics, one of the world's leading supply chain companies, together with Newegg Inc., the second-largest online-only retailer in the United States, today announced a multi-million dollar contract for home television delivery services.

[CLICK HERE](#)

eMamba International Corp. (EMBA) Signs Letter of Intent to Supply Nova Mobile Systems With After-Sales Customer Care Services

Santa Fe Springs, CA—11 October 2011—eMamba International Corp., a leading provider of cloud business management software and after-sales customer care services, today announced it has signed a letter of intent (LOI) to supply after-sales services to Nova Mobile Systems.

[CLICK HERE](#)

Flextronics and Huawei Expand Strategic Supply Chain Partnership Into Hungary

Hungary—10 October 2011—Flextronics and Huawei today announced that they have expanded their existing supply chain partnership to include services such as reverse logistics and configure-to-order (CTO) products in Hungary. Today's announcement marks the fifth major region where the companies partner globally. Flextronics currently provides a wide array of product manufacturing and services to Huawei in China, India, Brazil, and Mexico. [CLICK HERE](#)

Global Logistic Provider Yusen Relocates to Garland

10 October 2011—Yusen Logistics (Americas), Inc. has signed a new, 4,974 square foot lease at the Chase Bank building, a Class A office building at 3200 Broadway Blvd. in central Garland, TX.

[CLICK HERE](#)

Consumer Electronics Companies Lead Ratings of Corporate Social Responsibility, According to Pike Research

5 October 2011—Guarantee fulfillment

Boulder, CO—10 October 2011—Environmental considerations and sustainability issues have long been a part of business metrics and corporate image. The environmental impacts of business first began to be seriously quantified and mitigated in the 1970s, and compliance with government environmental regulations is now accepted as a cost of doing business. More recently, however, sustainability is in transition as a concept and a measure of corporate performance. Today, the business risks of out-of-control global supply chains have increased significantly even as the personal commitment to implementing sustainable business practices has risen among many corporate executives. According to a recent report from Pike Research, sustainability is growing in importance among electronics companies, particularly those that compete in the consumer electronics sectors.

[CLICK HERE](#)

Astea International is Positioned in the Visionaries Quadrant in Leading Industry Analyst Firm's 2011 Field Service Management Magic Quadrant

Horsham, PA—6 October 2011—Astea International Inc., a global provider of service lifecycle management and mobility solutions, today announced that it has been positioned in the Visionaries Quadrant in Gartner's 2011 Magic Quadrant for Field Service Management.

[CLICK HERE](#)

City of Austin Awards Asset Recovery and e-Waste Recycling Contract to Image Microsystems

Austin, TX—6 October 2011—Image Microsystems—a leading provider of technology restoration, reverse logistics, e-waste recycling, and recycled products manufacturing—today announced they have been awarded the IT and Computer Asset Recovery and Recycling contract by the City of Austin, Texas.

[CLICK HERE](#)

eBuilder Automates Swap Management; Now You Can Guarantee Fulfillment Times to Customers

5 October 2011—Guarantee fulfillment

times in your after sales/reverse logistics/returns/service management/ after sales service/customer care process with the automated Swap Management functionality included in eBuilder's newly released After Sales Cloud Process 5.3.

[CLICK HERE](#)

KPI Partners Releases Depot Repair Analytics for Oracle BI

San Francisco, CA—3 October 2011—KPI Partners today announced the introduction of Depot Repair Analytics for Oracle Business Intelligence, a solution developed for use with the Oracle Business Intelligence platform and the Oracle E-Business Suite Depot Repair module. KPI's Depot Repair Analytics enable any organization to monitor and report on repair processes throughout the entire life cycle. Key analytical areas include Repair Orders, Estimates, and Shipping & Billing.

[CLICK HERE](#)

RadioShack Renews Relationship with Assurant Solutions for Product Protection and Repair Service Plans

Atlanta, GA—30 September 2011—Assurant Solutions, a global specialty insurance and risk management company, today announced an extension to their long-term, exclusive relationship with RadioShack Corp., offering product protection and repair service plans to RadioShack customers. Terms of the agreement will not be disclosed.

[CLICK HERE](#)

Philips improves position in Interbrand ranking of best global brands 2011

Amsterdam, The Netherlands—4 October 2011—Royal Philips Electronics today announced it continued to improve its position in the ranking of the top-100 global brands as compiled annually by leading brand consultant Interbrand. In the 2011 ranking, Philips is ranked the 41st most valuable brand in the world as compared to 42nd in 2010.

[CLICK HERE](#)



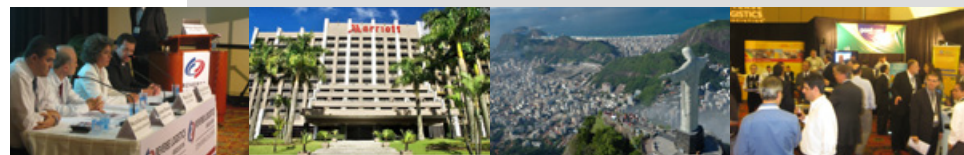
RLA CONFERENCE & EXPO IN SÃO PAULO BRAZIL



CONFERÊNCIA E EXPOSIÇÃO SOBRE RLA NO BRASIL

- 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
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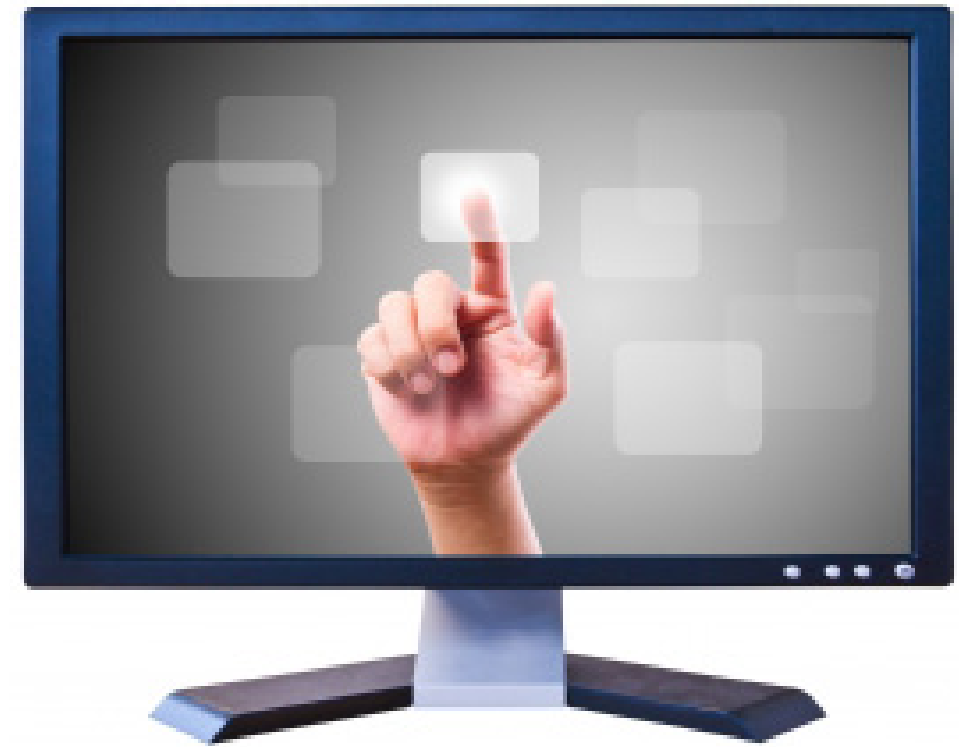
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Reverse Logistics Unlikely Role in the TV Business

by Stephen Ambo, Senior Principal, Accenture

The set top box is dead – various consumer electronics consumers. Screen Digest long live the set top box. devices or integrated into has forecasted that global For years now, it has seemed newer connected TVs. Yet, set-top box shipments will that the set top box or “STB” despite a broad range of rise to over 200 million would be obsolete, either challenges, these devices units by 2014. The impact replaced by a small data card are ever more present in of “cord cutting” and “over that could be inserted into a the homes of television the top”, whereby customers

seek alternatives to the broadcast model, is still very much in its infancy. On the surface, recent performance in the cable industry might indicate a decline is in full swing, but other evidence suggests that set top boxes will not be going away any time soon. Challenges in the economic environment and competition among newer TV service providers are the real drivers of subscriber activity. Current macroeconomic trends with respect to household formation, and new homes sales are more relevant than the substitution effects of “cord cutting”. And recent quarterly results clearly illustrate that competition is playing a role as well, with Comcast loses in the second quarter 2011 of 239,000 video subscribers nearly offset by Verizon gains of 184,000 subscribers for their FiOS TV service in the same period.



The current business model, growing rapidly relying on built upon subsidized or a traditional business model leased set top boxes, is not built upon set top boxes. easily disrupted. Even in Steve Jobs, the former CEO of Apple, commented on the challenges of penetrating the TV business by saying “I’m sure smarter people than us will figure this out, but that’s why we say Apple TV is a hobby...” Nevertheless, providers, communications providers, and set top box communications providers OEMs. And while the are dealing with a rapidly innovators have struggled, evolving and ever more relative new comers such complicated set top box as AT&T and Verizon are supply chain. Responding



to the competitive threat and consumer demand for more features and functionality has shortened device life cycles and placed a significant strain on operations.

The set top box supply chain is unique in many ways. Sooner or later, the great majority of boxes will need to be retrieved because the customer has moved, cancelled service, switched providers, experienced problems, defaulted on the agreement, upgraded to a

different unit, or experienced technical problems that cannot be remedied on-site. And of those returned boxes, most are refurbished, repaired, or upgraded and sent back out. Only to eventually come back... and then go out to a different customer yet again. In effect, the supply chain is not simply two way – it is a continuous loop of forward and reverse logistics operations.

Accenture research shows that, STB reverse volume

can reach as high as 80 percent of an operation's forward volume. Thus it is no surprise that a well-executed process for coordinating device returns is vital. In addition to simply handling returns, such a process must seek to integrate and optimize inventory planning, screening and testing, refurbishing and repairing operations, and device provisioning. Failing to maximize the quality and efficiency of any node in this sequence will result in higher

costs, more inventory and excessive levels of working capital. These reverse logistics complexities overshadow those associated with forward logistics. The bottom line effect is that reverse logistics costs can be easily four times that of the forward logistics cost structure.

Communications providers are working harder than ever to drive out cost in their businesses. The strategies being followed are, rightfully so, focused on honing the reverse logistics operations.

Optimizing the flow path with the development of regional centers of excellence, operating at scale are central to providing the level of efficiency and capability necessary to deal with the sophistication and proliferation of today's

set top devices. Driving reduced reverse turn-around-time is essential to minimizing stranded STBs and maximizing return on assets. Lastly, improving the testing and quality control processes yields tremendous benefits in field operations and customer satisfaction. And so, what at one point looked to be a supply chain that would fade to black, has emerged as a key opportunity area for both cost reduction and quality improvement in which reverse logistics operations play a central role.



Stephen Ambo is a Senior Principal in Accenture's Operations

Management Consulting practice. Steve has spent over 12 years developing supply chain strategies for some of the leading wireline, wireless, and cable companies in North America and around the world. He focuses on the telecommunications device and asset centric supply chains such as network infrastructure and customer premise equipment. Based in Atlanta, GA, he can be reached at stephen.d.ambo@accenture.com.



REVERSE LOGISTICS CONFERENCE & EXPO SINGAPORE, 2011 RECAP



KEYNOTE ADDRESS:

Sudipto Ghosh
Chief Customer Service Officer

Challenges & New Trends in Service Operations



KEYNOTE ADDRESS:

Dr. Wolfgang Partsch, President
The Supply Chain of The Future is incomplete without Reverse Logistics



Reverse Logistics Association held its 8th annual Conference & Expo September 26-28th in Singapore at the Novotel Hotel Clarke Quay. The event was a success with over 140 registered participants and over 75 companies.

Companies like Dell, DHL, Hewlett Packard, RIM, Oracle, UPS and Teleplan were represented at the event. There was a great exchange of ideas, challenges, and issues in the reverse logistics industry.

The event opened with a pre-conference evening racing party on Sunday, September 25th, followed by workshops on Monday with a Welcome Address by RLA President Gailen Vick and a keynote address by Sudipto Ghosh, Chief Customer Service Officer of Acer on Tuesday and Dr. Wolfgang Partsch, President of ISC Global on Wednesday.

Industry specific issues were discussed Tuesday afternoon and Wednesday in conference sessions. Sunday evening registrants enjoyed a Racing Networking Event where Sebastian Vettel for Team Red Bull won the race. Wednesday concluded with closing remarks by Gailen Vick and a "Lucky Draw."

We had a great event, and as always, thank those that attended. We look forward to Singapore 2012.

HIGHLIGHTED SPEAKERS



Yogesh Sarin, Director - Supply Chain Dell India Pvt Ltd
Lean Supply Chain - Ticket to India



Dr. Ruslan Hassan - Professor Ir. Malaysia Institute of Transport
A Linear cost Model Application for Reverse Logistics; A Case Study of Malaysian Company



Tan Kok Huan, Operation Manager PERKINELMER
Warranty Management



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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.

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Greening the Bay Bridge in San Francisco

by Richard Hepworth, Trelleborg

Upgrading the San Francisco Bay Bridge with SeaTimber® proved to be more than a green move. It saved the bridge from heavy damage in a spectacular collision. Dense fog shrouded the famous San Francisco Bay Bridge on the morning of November 7, 2007, when the Cosco Busan, a 250-meter-long container ship, slammed into the base of one of the bridge's support towers. The accident caused a major oil spill and tore a huge gash in the vessel's hull, but the massive Bay Bridge itself, linking the business and transportation hubs of San Francisco and Oakland in California's Bay Area, took

the collision in its stride, thanks in part to a Trelleborg innovation giving recycled materials a renewed lease on life.

The protective fenders girding the piers rising from the bay had recently been replaced with an innovative, durable and shock-absorbent synthetic lumber made by Trelleborg. SeaTimber® is produced from 100 percent recycled HDPE, or high-density polyethylene – which

in its previous life may well have been a milk container that ended up in a recycling bin.

“The plastic upgrade proved invaluable to the environment,” says Mick Langford, Sales Manager for Trelleborg Marine Systems USA, a unit within Trelleborg Engineered Systems.

“Had the Bay Bridge fenders still been original



wood, they would have been in an advanced state of deterioration and would have offered almost no real protection,” he explains.

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“Plastic may have prevented the worst, which could have been a catastrophic collapse of the bridge.”

SeaTimber and its vertical cousin, SeaPile®, are the products of choice when it comes to renovating and shoring up bridge piers, ports and marinas around the world. One reason for this is that the synthetic logs can be manufactured in different measures of flexibility as well as different lengths

and colors. In addition, unlike wood, they are not susceptible to rotting in the water or falling prey to marine borers. That is good for the environment, as they don’t have to be treated with creosote and other toxic materials that leach into the water over time.

Finally, SeaTimber has a lifespan of 40 to 50 years compared with five to 10

years for wood. “Not only is it a green alternative, it’s also much more flexible and therefore able to absorb and deflect energy,” says Langford. “The very first major installation was at the port of New Orleans. Over time, more and more people started using it, once they looked at the life-cycle cost benefits.”

The advantages of plastic sheathing swayed Caltrans, the California Department of Transportation, in the summer of 2005 to replace more than 11 kilo-meters of wooden timbers, previously forming the fenders around the base of the Bay Bridge towers, with SeaTimber. California Engineering Contractors (CEC) carried out the USD 6 million project, choosing SeaTimber in part because of the material’s versatility, says CEC Project Manager Robert Ikenberry. In addition, he says: “SeaTimber won because of the cost analysis, Trelleborg’s track record and their ability to perform to our

Money Talks



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schedule.”

The upgraded protective layer had weathered three

winters in the splash zone when the Cosco Busan accident put it to the test. “It performed just as it should,”

FIGURE 1: INSTALLING THE SEATIMBER’S PLASTIC MATRIX



says Ikenberry. “It took the blow for the bridge and protected the infrastructure behind it.” Ikenberry recalls that his phone started ringing off the hook the morning of the collision.

“Caltrans scheduled 100 working days for emergency repairs,” Ikenberry explains. “That was already an unheard-of deadline But thanks to Trelleborg and lots of highly motivated workers all across the U.S., we got it done in less than 30



FIGURE 2: SEATIMBER'S PLASTIC MATRIX IS REINFORCED WITH GLASS FIBER TO WITHSTAND THE WEAR AND TEAR OF MARINE ENVIRONMENTS FOR DECADES, EVEN ABSORBING THE IMPACT OF LARGE OCEAN-GOING VESSELS

days. The collaboration was outstanding.”

The project involved rush-producing SeaTimber and the steel struts and arcs that sit behind the fenders. They were then trucked cross-country, so that Ikenberry's floating crew could install the replacements at Tower 5 on the Bay Bridge's western span before the winter storms closed in.

On December 15, the repairs were completed in record time, pressing a few thousand more milk jugs into service for a second time.

MARINE SOLUTIONS

Trelleborg provides products and solutions for the safe berthing and mooring of ships within ports and harbors, on terminals and in waterways around the world. Besides buoys, marine protection and fender systems, the product

range also includes laser docking aids, mooring load monitoring, quick release mooring hooks and GPS pilot berthing aids.

Numerous hoses, composite bearings, antivibration and sealing solutions are also featured throughout a ship's equipment and machinery. For further information: richard.hepworth@trelleborg.com

THE BAY BRIDGE

When it opened in 1936, the Bay Bridge for the first time connected residents of San Francisco and Oakland through a daring engineering feat that cost USD 77 million. Two suspended spans, each more than 1.5 kilometers long, whisked cars and (initially) trains across the San Francisco Bay, replacing the ferries that used to ply the choppy waters. Traffic soon surged past expectations, rising

from 9 million vehicles the first year to more than 102 million today.



Richard Hepworth - Strategy & Business Development Director at Trelleborg Offshore, Sales & Marketing Director at CRP Group Projects Manager at CRP Group Ltd, Project Engineer at CRP Group Ltd Compressor Design Engineer

at Dresser-Rand, Contracts Engineer at Weir Pumps Ltd see less

Went to University of Manchester - Institute of Science and Technology, Huddersfield New College - 6th Form

For further information: richard.hepworth@trelleborg.com
news@trelleborg.com
www.trelleborg.com

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Technical Trends

Siri and the Cloud

It has been a very interesting time in terms of the influence of several recent technology developments. Let me outline two and point you to the next refinement that will surely make someone quite wealthy. First consider the affect of the new iOS 5 from Apple. There are two elements of this operating system that I believe will produce a tremendous impact to the standard reverse logistics models that govern how most depot repair is performed; iCloud and Siri.

For a long time now wireless service providers have pushed the manufacturers to solve the problem of clearing legacy personal information stored in devices sent back for repair. This service requirement attempts to assure all previous user data is cleared from defective product when it moves through the depot repair cycle. There are as many ways as there are brands in how this has been addressed. Most solutions are very complex and

consume significant amounts of service production time. But iCloud from Apple is a solution that will surely change all of that. The iCloud technology stores user information in a secure internet server cloud and makes that information available under user control, in a seamless and transparent manner across all devices. This is not the first time this idea has been attempted. Some of you may recall the Danger-Sidekick devices tried to use server storage outside of the phone back in ~2002. But today with Apple is the first time that cloud storage has been so widely accepted, so quickly and worked so well. The impact this will have in wiping old data from the defective product and instantiating that data into an exchange product will be very powerful in lowering cost and increasing the service level of depot repair.

Next reflect on Siri in terms of how the application will affect service and repair. People are

so taken with Siri that there are several blogs that publish conversations users have with the assistant. The core of the interest is the human-like response from Siri that infers to the user that Siri has a personality. It is clear that the functions/tasks/role for Siri have only just begun. Soon I feel sure Siri will be presenting you with advertising when you ask for travel information or a nice restaurant to take a client to. In addition to many other capabilities she will perform that are certain to add value and generate incremental revenue.

So we have a new killer-app that anyone can see will only grow in importance and at the heart of its functionality is a measure of 'attitude' or unpredictability in order to simulate possessing a personality. This may very well be the very first time ever that a consumer application in wide use is designed to be at least somewhat un-predictable. How do you troubleshoot a network enabled device that

is constantly being altered in response to updates from the user, the environment or from Apple? What will the response be to repair something when the complaint is that "Siri on my friend's iPhone works better than mine"? My fear for the depot repair operations is that there will be even more demands in collecting data and complaint codes about products. This is one of the toughest things in depot service - how to be efficient in the labor needed for data collection and capture all the prose from the complaint in a way that is meaningful for the manufacturer. My feeling is that Siri 'herself' is pointing us to a better way than just performing data entry on more and more detailed complaint codes.

Let me outline some alternatives that can revolutionize repair processing. The voice recognition of the very Siri application itself can be used to collect the complaint information directly from the user. The level of frustration and tone can be scored from the users' voice input to point the depot repair operation and the manufacturer to the most frustrating problems. In addition if the product has enough computing power to demonstrate at least the beginnings of artificial intelligence, then why can't the product objectively assess itself and collect data that will speed the repair process? Or better yet, perform the assessment on a regular basis and feed

that information back to the manufacturer and the user. The proactive communication to the user will help build confidence in the product performance and lower the overall return rate and increase satisfaction. How would this automated diagnostic feature work?

Back in March of 2008, I wrote an article entitled 'Test Equipment; Product or Feature?' (<http://www.rlmagazine.com/edition10p40.php>). In that article I outlined a troubleshooting method called PUP 'power-up profiling'. PUP can greatly speed product diagnostics and repair. Chris Elias at L4Digital has made tremendous progress in the last few weeks and has developed a way to perform this troubleshooting using very low-cost (<\$200) micro-controllers. To give you a better idea of how this is possible and how intuitive the fault determination is with this process; take a look at the following link (<http://www.l4digital.com/powerup/rl/index.html>). There you will see a very simple graphic that clearly shows how easily and quickly a product can be diagnosed with low-cost test equipment and low-cost non-technical labor. So Chris has a solution that will work today in performing a wide variety of service needs at a very low cost. So what is the next refinement hinted at that will make someone wealthy?

Almost all wireless products use

some type of lithium battery. The battery chemistry of these devices are complex and must be carefully controlled to operate in a safe manner. To help control and manage the battery there are a whole host of dedicated processors on the market that act as coulomb counters. Meaning they literally count the movement of charges into and out of the batteries. These devices are already in any product that uses a lithium battery. All that is needed at a system level, to fully implement some type of diagnostics of any product based on PUP is already in every phone on the market. The only thing that is missing is the application to collect the data and interpret the results. The profiles can be updated over time based on failure modes found. The communication and updating would leverage the same network layer used to update Siri's 'personality'. I am looking forward to the day (very soon) when my phone tells me, 'Bryant, I notice that my baseband processor is drawing more power than normal as you drive in this area and that seems to be causing more dropped calls, can I make a service appointment for you...'

RLM



L. Bryant Underwood is Sourcing Manager for Cassidy Communications.

Returning Thoughts

Acer Outlines Service and Reverse Logistics Trends

Mr. Sudipto Ghosh, the Chief Customer Support Officer of AcerIndia provided the keynote presentation in October at the Reverse Logistics Association 2011 conference in Singapore. As part of his presentation, Mr. Ghosh provided some of the key trends and challenges he is facing as the head of service in India. His insights are worthy of discussion and will be important or critical to the ongoing success of most reverse logistics and aftermarket consumer electronics service teams.

The twin revolutions of the digital age and the ICT revolution (information and communications technology) are rapidly growing, changing the world and as a result creating significant challenges on our aftermarket service organizations. Additionally, Consumers are shifting more and more to the evaluation of service as a major part of their

technology device purchasing decision.

As a result, Mr. Ghosh outlines six key challenges and trends:

Contact Center – Voice is no longer the primary contact level and in fact, customers even now resist telephone based customer support. Instead they “prefer to find solutions themselves through online product support”.

1. Social CRM – “Social CRM is the use of social media services, techniques and technology to enable organizations to engage with their customers” according to Wikipedia. Organizations may utilize services like Facebook, Twitter, LinkedIn or customer communities they manage themselves. The use of these new social channels to reach customers

in a social network is still very much in its infancy and it is expected that by 2013 that 50% of Customer Service Centers will integrate some form of social capabilities and that by 2017 organizations that do not include Social CRM will become extinct, according to a Gartner report in May 2011.

2. Warehouse and Repair – there is a trend of “Touch Consolidation” occurring in this area. Touch Consolidation is the reduction of partners handling the aftermarket processes, particularly the logistics and returns handling areas of transportation, spare parts warehousing, repair and RMA management. This is particularly true in India and Asia Pacific where a large geography of many countries and regions can



benefit significantly from a partner with existing capabilities in many of the regions for an “All-In-One Service solution”.

3. Service Delivery – various regions in the world require different service delivery, due to consumer expectations, infrastructure capabilities, transportation cost, transportation availability, service skills availability and labor cost. Some regions utilize mail-in, some drop points, some on site and some 2

hour service. The suitable combination of these varying demands present significant organizing, managing and cost challenges.

4. Customer Feedback – a number of popular techniques are used to collect and measure customer feedback, such as customer satisfaction, customer dis-satisfaction and net promoter score. However suitable data and results are still difficult to gauge and measure, often

resulting in conflicting analysis.

5. Service Efficiency – the challenge of finding a balance between the appropriate service level with a reasonable service cost to the organization is a never ending battle for all reverse logistics and service operations.

As our consumer electronics and PC industries evolve into any time, any where, any information, social and media consumption devices, these challenges and trends are ones that all service organizations need to understand and tackle in all regions around the world.

RLM



Paul Rupnow - Director, Reverse Logistics Systems, Andlor Logistics Systems Inc. (604) 687-1130 www.Andlor.com

Editor - Reverse Logistics Professional Report Business Insights and Strategies for Managing Product Returns



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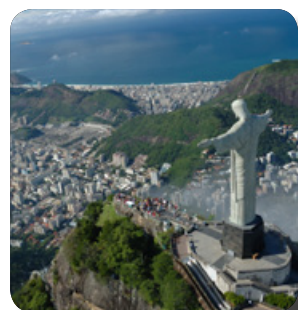
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- Customer Experience by Kok Huan Tan, Senior Service Program Manager, DELL
- Leverage RL to Drive Sustainability & Reduce Expenses by Jesse LaRose, ESE Solutions



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