

REVERSE LOGISTICS DIGITAL magazine®

**The Marriage of
Enterprise and the
Mobility Market**
- pg 12

**We're Running Out
of Resources, and
It's Going to Be OK**
- pg 22

**Can Reverse
Logistics Help Your
Business and The
Planet?**
- pg 27

Conferencia y Exposición de Logística Inversa en São Paulo Brasil

16-18 de abril

Patrocinado por la Asociación de Logística Inversa

- Participação de profissionais de todo o mundo inclusive da América do Sul e Central
- OEMs e Varejistas Principais estão procurando empresas terceirizadas para prover serviços de gerenciamento e administração do processo de Logística Reversa nesta região.
- Desfruta do sol maravilhoso de São Paulo em pleno Outono.

Planear ahora para aprender de los expertos de Logística Inversa y hacer contactos con otros profesionales

MARQUE SU CALENDARIO AHORA



www.RLashows.org

Conferência e Exposição sobre Logística Reversa no Brasil

De 16 a 18 de Abril

Patrocinado pela Reverse Logistic Association

- Participação de profissionais de todo o mundo inclusive da América 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.
- Desfruta do maravilhoso sol Brasileiro de São Paulo em pleno Outono.

Programe-se agora mesmo para aprender com os especialistas em Logística Reversa e aproveite para fazer uma network com outros profissionais do ramo.



Para maiores informações, visite: www.rltshows.com/brazil.php



www.RLashows.org

Reverse Logistics Conference & Expo in São Paulo Brazil

April 16-18

Sponsored by the Reverse Logistics Association

- 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.
- Enjoy the fall season in the Brazilian sun!

Plan now to learn from the experts in Reverse Logistics and network with other RL professionals.

MARK YOUR CALENDAR NOW



www.RLashows.org



OVERCOMING TRAVEL RESTRICTIONS

The untapped value of Inter-Office Collaboration has spawned three solutions that help overcome "Travel Restrictions".

Who's There Already: Some recent – seemingly divergent - developments in both the broader economy and inter-office communications have led to new thinking in travel. When a company targets a specific customer or a seminar or even a training event, they usually ask the question: "who should we send?" The reality with most of these large companies is that they should be asking: "who do we have out in that area right now?"

What if a company could know within moments the answer to that question? Although in the past it was difficult to figure out across departments who was travelling (marketing may have no interest in where supply-chain executives are traveling) new developments in communication make having this information instantly possible – and sharable. With applications such as "find my friend" and "findme" or Blackberry's "Wizi SMS with Location" you can know instantly where everyone in the enterprise is by the GPS in their smartphone. In fact companies are starting to embrace this technology (recently Emerson issued iphones to their executives for just this purpose) not to check on employee's movements, but to identify overlap in travel to reduce travel expenses. For example, when a company wants to attend a tradeshow in Atlanta but doesn't have the budget to send a particular executive, they can identify other executives in the area and make an assignment, saving significant expense in travel.

But it's not the technology that has us thinking about this question and how it relates to travel. It's the potential for inter-office collaboration that has us excited. Travel restrictions are in place, it's true, but as a professional you can use this principle to help your customers or prospects think differently about their travel issues. Rather than asking "can you make it to our event" you would be asking "who in the company is close and could make it?" The message you present can then be delivered to a representative of your target company and they don't spend any additional money on travel.

RLA Foundation: Reverse Logistics Association has a Foundation with an innovative sponsorship opportunity. The goal is to assisting OEMs, Retailers, and Branded Companies to get to our events. This unique program allows RLA members can purchase Travel Sponsorships, these funds are then used to off-set the travel expenses of OEMs, Retailers, and Branded Companies whose travel budgets have been cut due to economic hardships, i.e. corporate mandated cutbacks. This sponsorship opportunity is intended to create commerce and help OEM's, Retailers, and Branded Companies to travel and participate at RLA global events. The program launched in May, 2008 and is designed to make RLA members succeed in challenging economic conditions.

- RLA members who purchase "Travel Sponsorships" will receive public recognition through posters and opening presentation announcement at the RLA events
- Anonymity of those between OEMs, Retailers, Branded Companies who receive funds will not be disclosed, in order to maintain a code of ethics.

LIVE VIDEO STREAMING: If travel or cost restrictions are overwhelming, we have a low cost Live Video Streaming Solution. Sessions at our Conferences & Seminars are streamed live into your office or home; this includes all general sessions, case studies, panels and tracks. Register now for the video streaming service.



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The Marriage of Enterprise and the Mobility Market - Is There a Simple Solution for a Successful Union?

by Robert Gifford, Executive Vice President, Global Logistics, Ingram Micro

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We're Running Out of Resources, and It's Going to Be OK

by Kyle Wiens, CEO, iFixit

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Our economic growth is dependent on access to cheap raw materials, and those resources are getting scarcer and more expensive.



Can Reverse Logistics Help Your Business and The Planet?

by Steve Sensing, Vice President - HiTech, Electronics and FMCG at Ryder Integrated Logistics

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By unlocking the hidden value of reverse logistics, companies can manage their bottom lines, improve competitiveness and operate more sustainably. It's truly the gift that keeps on giving.

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Non-qualified rates are as follows:

One Year Subscriptions:
Global: \$5.00

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

ISSUE 2 VOLUME 8
REVERSE LOGISTICS MAGAZINE (ISSN 1934-3698) is published monthly for \$5.00/per year by Reverse Logistics Association located at 441 W. Main Suite D, Lehi, UT 84043-2024. Periodical Postage Paid at Lehi, UT 84043 and additional mailing offices.

Edition 48 published February 2013.

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

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



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

Wrap Up



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Reverse Logistics Association Conference and Expo, Las Vegas 2013 Wrap Up

The conference was very well attended with over 800 registered attendees and nearly 400 companies represented!

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Message from the Editor

TEAMWORK

Whether in the workplace on the football field, or even amongst members of a community, effective teamwork can yield incredible results. However, working successfully as a team is not as easy as it may seem. Effective teamwork certainly does not just ensue automatically; it takes a great deal of rigid work structure and compromise. Once the vision, values, and corporate mission are defined, leadership must speak with a common voice to promote consistency, maintain standards, and achieve corporate goals with the greatest efficiency. There are a number of influences that must be in place to cohere together as a team and work effortlessly.

- **Good leadership:** Effective leadership is one of the most important components of good teamwork. The team's leader should possess the skills to create and maintain a positive working environment and motivate and inspire the team members to take a positive approach to work and be highly committed. An effective team leader will promote a high level of morale and make them feel supported and valued.
- **Clear communication:** Communication is a vital factor of all interpersonal interaction and especially that of a team. Team members must be able to articulate their feelings, express plans and goals, share ideas and see each other's viewpoints.



- **Establishing roles:** It is absolutely necessary for team members to understand what their role on the team is, what he/she is responsible for. The team leader can enable this by defining the purpose in a clear-cut manner in the beginning of the formation of the team.
- **Supporting Colleagues:** Effective teamwork also requires support and trust between peers. When supervisors do not get along or never seem to be able to present a united front, they become easy targets for a disruptive employee to manipulate in order to achieve other aims. Supervisors should communicate and instill cooperation to meet corporate objectives. If we cannot work well with our colleagues, it usually means we haven't taken the time to communicate. When we start to communicate and work together, we find that we have more in common than we realized. Leaders need to collaborate closely so that they work together and present a united front.

- **Conflict Resolution:** Conflicts will arise no matter how well a team functions together. The best way to counter conflict is to have structured methods of conflict resolution. Team members should be able to voice their concerns without fear of offending others. Instead of avoiding conflict issues, a hands-on approach that resolves them quickly is much better. It is often advised that the team leader sit with the conflicting parties and help work out their differences without taking sides and trying to remain objective if possible.

Regardless of what type of sales you are in, you may one day be asked to be part of a team sales effort, and knowing how to effectively work on and with a team is going to be crucial to your success and that of your team. Perhaps the greatest benefits of working as a team are that it helps us to learn how to share risks and to work for the general good of all. Teamwork also enhances job satisfaction and helps us to see the bigger picture.

Laura Nixon, 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.

9th Annual RLA/RLTS Conference & Expo

AMSTERDAM

Over 400 RL Professionals & 200 Companies will be in Attendance

Location:
Amsterdam, The Netherlands

Date:
Workshops - June 18, 2013
Conference & Expo - June 18-20, 2013



**Two concentrated
Days of RL Thought
Leadership, Innovation
and Networking!**

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

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

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

For more information, visit: www.RLASHows.org



**REVERSE
LOGISTICS
ASSOCIATION**
CONFERENCE
& EXPO



Message from the Publisher

REVERSE LOGISTICS MERGER & ACQUISITIONS

In 2002 as I was writing the business plan for the future of the Reverse Logistics Association, one area that was discussed was, "As the industry matures, Reverse Logistics Association should play an instrumental role in matching OEM and 3PSP companies for mergers and acquisitions."

That is exactly what has happened. The number of mergers and acquisitions that has resulted due to the networking that has occurred at our many conferences, Seminars, workshops and expos is phenomenal. Just look at a few that we have listed below:



Company Acquisitions

1. Arrow Electronics - acquisition of TechTurn, Asset Recovery, Redemtech, Global Link, Flection, Converge & Intechra.
 - a. Redemtech had acquired PC Asset Recovery and Electronics Recycler
2. Avnet acquires assets of Nexicore, Pinnacle Data Systems and Round2 Technologies
 - a. Round 2 had acquired Monitex
3. Ingram Mirco - acquisition of BrightPoint who had acquired Touchstone Wireless
4. Flextronics acquisition of Solectron who had acquired MDT
5. Genco - acquisition of ATC
6. ModusLink acquires Tech for Less and PTS Electronic
7. Teleplan acquires Atlantis Printer Solutions
8. PTC acquires Servigistics
9. Inmar acquires Carolina Logistics
10. Sims acquires E-waste, United Recycling, Life Cycle Services and Global Investment Recovery
11. Leading Ridge Capital acquires Blue Raven and DRS

Company Mergers:

1. Frontlines mergers with Netlinks
2. Home Direct merger with Beacons
3. Cat Logistics is now Neovi
4. Cokeva mergers with Comtek



This list is by no means all the Mergers and Acquisitions that have happened, but I felt it would give you some idea of how we are fulfilling our mission of "... many service providers that are the size of mom-and-pop shops which will provide new technologies and solutions in RL and will be acquired by mid-scale and large multinational 3PSPs.

Best Regards,
Gailen Vick, Founder & Publisher
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:



John Benardino - Comcast

Exports, Tires and Printing and Mailing Distribution.



David O'Leary, VP of Global Post Sales and Reverse Logistics, UPS



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.



Troy Kubat - Walmart, Troy is now the Director of Logistics Engineering-Grocery at Walmart having worked is way up from Director, Logistics Operations, Industrial

Engineering Manager at Walmart - International Division and Japan Expatriate - Logistics Operations Lead at Walmart - International Division



Jose Garcia - Motorola, Jose Garcia joined Motorola as the Director of Reverse Logistics in September, 2012. Jose has been in the Consumer Electronics Industry for over 25 years holding leadership positions in Reverse Logistics, Repair, Refurbishing, Technical Support Engineering Groups, Training Departments, and After Sales Support Policy. The last few years gave Jose the privilege to lead high volume Software Manufacturing and Games Operations for Microsoft as well as a Global program team that launched hundreds of products around the globe through a regimen of "milestone gates" and sign offs.

ship positions in Reverse Logistics, Repair, Refurbishing, Technical Support Engineering Groups, Training Departments, and After Sales Support Policy. The last few years gave Jose the privilege to lead high volume Software Manufacturing and Games Operations for Microsoft as well as a Global program team that launched hundreds of products around the globe through a regimen of "milestone gates" and sign offs.

A strong Logistics professional with a deep understanding of the Retail operation and market place. Extensive Distribution Center (DC)/Transportation operations experience and vast International Logistics operations experience focusing on growth, integrations, strategic planning, innovation, and process improvements.



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.

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Thomas Maher - Dell, Tom Maher joined Dell in 1997 and is the Executive Director for Global Service Parts. Mr. Maher is responsible for service parts life cycle support in over 100 countries.

Mr. Maher's global service parts responsibilities include: planning, procurement, distribution, returns, repair, inventory management, supplier management and parts disposal. These operations support 100% of Dell's warranty customers across all Business Units and all Product Lines.



Ian Rusher - Cisco Systems, 20 Years within Supply Chain Operations, of which the last 15 Years have been spent in reverse Logistics. Previous experience running 3Com

EMEA Warranty/Service Repair Operations, Responsible for both Internal and 3rd party repair operational performance and Engineering support. Moved the operations from a predominantly In-House business to a total outsourced operational model. Last 3 Years at Cisco within Supply Chain Field Operations, setting up the EMEA non Service returns and Cost Avoidance Operations within the Netherlands. Responsible direct for EMEA Freight and Warehouse Operations. During the last 2 years has successfully set up Operational



Charles Johnston - Home Depot, Charles Johnston is Director of Repair and Returns at The Home Depot Chuck was with WAL-MART for the past 14 years and his responsibilities include Returns, Imports,

infrastructure to support the Teams Global Revenue targets.



Dale Rogers- Rutgers University, Dale Rogers is the Foundation Professor of Logistics and Supply Chain Management and the Director of the Center for Logistics Management at the University

of Nevada. He is also the chairman of the Reverse Logistics Executive Council (www.rlec.org), a professional organization devoted to the improvement of reverse logistics practices. He is the leader of the sustainable supply chain research project currently underway at the University of Nevada. (www.sustainable-supplychain.com) Dr. Rogers is the former cochairman of the RFID Users' Group, an organization researching the utilization RFID technologies in the supply chain. In 2001, he was the Paper Foundation Visiting Eminent Scholar Chair of Logistics at the University of North Florida.



Tony Sciarrotta - Reverse It Sales & Consulting, Tony Sciarrotta has held a variety of sales and marketing positions in the consumer electronics industry for over

30+ years, including the last 25 years at Philips Consumer Lifestyle. His background prepared him in this developmental role as director for returns management activities, and he was responsible for implementing effective returns policies and procedures with a variety of dealers.



Ian Towell - Tesco, Responsible for end to end accountability for the non food returns business within UK Tesco, focussing on improving quality, policy application, asset recovery

and logistical flow.



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.



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

Apparel

- Jeroen Weers, Spring Global Mail

Automotive

- Charles Chappell, Genco ATC

Aviation

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Consumer Electronics

Chairperson: Paul Baum, PlanITROI

Coordinator: Ikechukwu Dike, Coventry University

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- Paul Baum, PlanITROI
- John Beyers, United Radio
- Patrick Blinn, Microsoft
- Brianne Boettner, Best Buy
- Chad Burke, Ryder
- Charles Chappell, Genco ATC
- Shoab Chaudhary, Spruce IT Asset Recovery
- Jack Debutts, Dell
- Charles Dunton, Genco
- Christopher Fabian, Professional Service Solutions, LLC
- Elaine Gasser, HP
- Cintia Gates, Dell Inc
- Chris Griffin, Sprint Nextel

- Sam Jackson, Target
- Patrick Joseph, Encompass
- Brad Larsen, Hewlett Packard
- David Liscom, Hyper Microsystems Inc.
- John Mcgurk, Globalware
- Kathy Murphy, Jarden Consumer Solutions
- Jason Oneill, UPS Supply Chain Solutions
- Jonathan Pine, Renova Technology
- Paul Rupnow, Andlor Logistics Systems Inc
- Jim Rushton, Encompass
- Tony Sciarrotta, Philips
- Brian Vowels, UPS

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David Liscom, Hyper Microsystems Inc.

Co-Chairperson: Alan Clark, Seagate Technologies

- Tom Burnam, Western Digital
- Gary Gear, Toshiba
- Glenn Grube, ModusLink
- David Liscom, Hyper Microsystems Inc.
- John Mcgurk, Globalware

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Coordinator: Brock Anderson, Reverse Logistics Association

- Gene Bodenheimer, GENCO
- Pat Coats, Kellogg Company
- Bruce Stevenson, Stevenson Consulting

Life Sciences

- Dan Gardner, ATC Logistics & Electronics
- John Mcgurk,

Globalware

Retailers

Co-Chairperson: Raul Castilla, Wal-Mart Stores, Inc.

Coordinator: Rachelle Hetterson, Defense Ammunition Center

- Raul Castilla, Wal-Mart Stores, Inc.
- Randy Compas, Canadian Tire Corporation
- Julia Fishbaine, GENCO
- Susanne Fredericks, Goodwill Industries International, Inc

- Sam Jackson, Target
- Michael Meyer, Goodwill Ind. International
- Andrea Newman, Best Buy
- Anthony Pereira, Barnes & Noble
- Gregor Thompson, GENCO ATC

Small Appliances

Chairperson: Kathy Murphy, Jarden Consumer Solutions

- Kathy Murphy, Jarden Consumer Solutions

Telecommunications

Chairperson: Gary Cullen, 4PRL LLC

Wireless

Chairperson: Douglas Zody, Apple

Co-Chairperson: Blake Vaughn, Brightpoint

- Mark Delong, Arvato Services
- Bill Kenney, OnProcess Technology Inc
- Regan Pasko, TESSCO Technologies, Inc.
- Blake Vaughn, Brightpoint
- Joe Walden, University of Kansas

Join today at www.RLA.org

Focus Committees & Regional Focus continued on to page 19





The Marriage of Enterprise and the Mobility Market Is There a Simple Solution for a Successful Union?

by Robert Gifford, Executive Vice President, Global Logistics, Ingram Micro

A significant portion of business innovation and growth in the next decade will hinge on the successful integration of ever-expanding mobility products being introduced into the enterprise environment. With the dramatic increase of smartphones and tablets being introduced daily into business usage, mobile product manufacturers, wireless solution providers and enterprise customers are facing new challenges as well as profitability opportunities.

In 2013 alone, analysts from IDC predict that IT spending will exceed \$2.1 trillion, which is up 5.7 percent

from 2012. The biggest categories propelling this growth will be smart mobile devices including smartphones and tablets. This is an increase of almost 20 percent over last year and will account for nearly 57 percent of the industry's overall growth.¹

Even more compelling, IDC further stated that the IT industry is moving toward the mobile, social, cloud and big data business model even more rapidly than people realized, predicting that from 2013 through 2020, 90 percent of all growth in the IT market will come from these technologies.¹

So how do OEMs and mobile network operator or service providers optimize this explosive revenue stream in the most effective, cost-efficient and profitable manner?

First, the key to any successful union is recognizing the unique needs and strengths of each partner and identifying the common threads that unite them. Oftentimes, it then comes down to finding the best third-party partnerships to ensure that everyone benefits and all goals are met. However, finding that perfect fit can take a little research.

UNDERSTANDING THE

ENTERPRISE CHALLENGE

While new technology brings many benefits to enterprise customers, they now face challenges ranging from managing increased company assets, amplified hardware repairs and returns, securing confidential corporate information and managing the ever expanding demand for mobile applications.

Mobile service providers stand to generate a substantial revenue stream by recognizing and addressing these issues. The enterprise market customer is looking for a provider that can deliver more customization of the mobile device that they bring into their companies, often looking for multiple and diverse applications that tailor the device to a specific job function. The challenge for providers is how to identify and deliver efficient, cost-

MOBILE

effective methods that enable them to deepen their relationships with enterprise customers.

Mobile device OEMs play a critical part in addressing the ever-evolving needs of the enterprise customer as well as those of the mobile service provider. OEMs need to develop products and technology that address the unique business needs of the enterprise customer and at the same time, partner with reliable mobile service providers to further enhance their products for the end-user. At the same time, they need an optimized supply chain, which can often be costly, which is not an option at a time when most businesses are trying to reduce costs.


SYMBIOTIC RELATIONSHIPS

The success of each of these players depends on their ability to find a

way to collaborate and enhance the success of each other.

The mobile device OEM wants and needs the mobile service provider to successfully deliver reliable, wide-reaching coverage and the ability to optimize the mobile devices to suit the needs of the end-user. Without it, device sales drop and the entire marketplace suffers. Conversely, the mobile service provider depends upon the OEM to design and deliver leading-edge technology that excites both the consumer and enterprise markets, resulting in increased service contracts. Together, they are looking to the enterprise customer and its unique needs to expand their sales and market share.

The enterprise customer is clearly counting on both the OEM and the mobile service provider to deliver the optimum products and services possible so that the enterprise



Reverse Logistics Defined

REVERSE LOGISTICS ACROSS ALL DEPARTMENTS

Supply Chain - After Market Supply Chain
PRODUCT LIFE CYCLE

FORWARD LOGISTICS			END USER / CONSUMER	Aftermarket Customer Services
New Product Development	Material Management	Manufacturing & Distribution		
<ul style="list-style-type: none"> • Design Development • Technology Roadmaps • ASIC Development • Mechanical Design • PCB Layout • Prototyping • New Product Introduction 	<ul style="list-style-type: none"> • Vendor Relations • Planning • Procurement • Inventory Planning • Component Fabrication 	<ul style="list-style-type: none"> • PCB Assembly • Box Assembly • Volume Manufacturing • Integration • Configuration • Final Testing • Distribution to Customer • Customer Fulfillment • Transportation 	<ul style="list-style-type: none"> • Customer Service (Helpdesk) • Depot Repair • Service Logistics (Field Service) <ul style="list-style-type: none"> -Transportation/Warehousing -Spare Parts Management -RMA Management -Replacement Management • End-of-life Manufacturing • Fulfillment Services • IT Process Management • Recycling • Refurbishment/Screening • Warranty Management • "B" Channel Management • Asset Management • Environmental Resources • Sustainability 	

corporate goals can be achieved.

Clearly, all three players benefit tremendously from a supply chain that is efficiently managed by a third-party logistics (3PL) provider with world-class solutions.

CAN A COMMON SINGLE SOURCE ENSURE SUCCESS?

While there are many technology and end-to-end lifecycle service providers, most focus on specific market segments. With the projected growth in the IT market for mobile devices, mobile service providers will be exploring relationships with new 3PL providers that work with the enterprise space. Interestingly, many OEMs that produce mobile devices also have a wide range of technology products and software offerings that currently provide value to the enterprise market.

If these companies could centralize their forward and reverse logistics, inventory, distribution and value-add services with a common solution provider, the positive impact on their business could be enormous - increased channel access, decreased transportation cost, ability to effectively apply JIT strategies, streamlined reverse logistic costs and opportunities, improved delivery times, reduced inventory costs and provide a more cohesive relationship between all three players.

Gartner analyst Tuong Huy Nguyen concurs with this solution, stating in a September 2012 report entitled Ingram Micro Strengthens Mobile Distribution Expertise, "The traditional IT market has evolved



to incorporate the growing demand for mobility. Wireless solution providers can benefit from lessons learned from supply chain and distribution models in the traditional IT market. Both segments can leverage these best practices to develop a strategy that effectively handles the evolving demands of consumers and enterprise users. One option is a partner with experience in both markets."

Recognizing the growing need to service both OEMs, the enterprise and others in the mobile marketplace, Ingram Micro, the world's largest technology distributor, recently acquired BrightPoint, a global leader in wireless device lifecycle services to the wireless industry. Combined, they create significant efficiencies for OEMs, mobile service providers and enterprise clients.

Customers are looking for a single, highly integrated 3PL partner that can provide scale, reach, expertise, longevity and integrated operations for different electronics devices in the IT and mobility markets, enabling customers to more easily take their business to the next level. When industry leaders in both the IT and mobility services market combined like Ingram Micro and BrightPoint, expanded global reach can increase dramatically through

the expanded facility footprint and subject matter expertise, supporting the efforts of OEMs who are looking for device lifecycle solutions across multiple market locations.

THE ROLE OF REVERSE LOGISTICS

Clearly, when an industry grows, it also experiences an expansion in its reverse logistics activity. With major growth anticipated in the mobile device market, Blumberg Advisory Group predicts that the total market for reverse logistics should anticipate growth from \$2.4 billion in 2010 to \$3.7 billion by 2015. ²

Mobile devices tend to have relatively short lifecycles - people are always ready to dump one device for the latest and greatest. Reverse logistics in the mobile device market provides enormous benefits to an OEM or mobile service provider such as increased replacement devices, expansion into secondary resale markets, parts salvage and raw material recycling, all of which can positively impact the bottom line.

In addition, a new and growing need has developed in the mobile marketplace, with pressure from enterprise, consumers and government policymakers. Companies and consumers are cognizant of the need for and benefits of recycling, in whatever form that may take. In the supply chain, this is where reverse logistics joins in. It provides companies with a differentiator from their competition. It reflects positively on a company's image of being socially responsible, or "green," and

is an important asset that elevates a company from the competition.

A basic challenge lies in reverse logistics for the OEM, mobile service provider and enterprise customer - it's not their expertise. The primary focus of mobile service providers is just that: providing service for mobile products. In order to secure business, the profit margin on devices is often tight, while the margin in services provided is significantly larger. Both OEMs and mobile service providers are looking for strategies to streamline their aftermarket servicing processes. They are looking for solutions that allow them to maximize revenues without taking their focus off their core business.

When key players in the IT supply chain and mobility lifecycle join

forces, OEMs, mobile service providers and enterprise customers all benefit from a speedier, more efficient and effective reverse logistic process. Having a single location where product can be returned and subsequently inspected to verify issues, repair and return, refurbish for resale or as replacements, salvage for parts, all parties reap the reward of recapturing value, increase profitability and enhancing customer satisfaction.

CHARACTERISTICS TO LOOK FOR IN A SUPPLY CHAIN PARTNER

With the rapid growth continuing for some time, being able to partner with a provider that has a history of success in supply chain, distribution, logistics and product life-cycle allows OEMs and mobile service providers a streamlined path,

reduced costs, and improvement to the bottom line.

Just do a quick Google search and you'll find there are many solution providers, but once you start to dig, you'll find few that can provide expertise in both the mobility and IT environments. With that in mind, here are some characteristics to look for a partner:

Expertise - A partner that has proven expertise in all aspects of distribution and logistics in the IT market as well as in the mobility lifecycle arena will enable all players in this projected high growth market segment to experience reduced costs, increased growth and improved market share. Take a close look at the customers they currently support - are they major device OEM players? Key service

RLM

Interested in Networking?



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

"I found the workshops and seminars to be a great opportunity to discuss best practices and real world experiences." - Dean Schiavone - Director, WW Reverse Logistics, Cisco Systems

"The presentations at the Reverse Logistics Seminar were informative and pertinent. I definitely recommend these events to my RL colleagues." - Arthur Teshima, VP Business Development, Bell Industries

www.RLashows.org

providers? Prominent channel partners? This is a good indication of their experience and success in IT and mobility.

Global Reach - The global expansion of technology and in particular, the mobile device industry, demands that OEMs, mobile service providers and enterprise clients look for a provider that spans the globe. This is especially important when dealing with OEMs that are looking for device lifecycle solutions that can efficiently move their products through many markets (U.S., Asia Pacific, EMEA and Latin America) with a single highly integrated partner.

Vendor Managed Inventory - Vendor Managed Inventory is a key value-add for both OEM and mobile service providers. Having the ability to manage inventory for an OEM in the same physical facility where the supply chain is managed for the service provider delivers major benefits. This allows the OEM to provide just-in-time inventory solutions, reducing

delivery schedules, transportation and handling costs while enhancing service provider turnaround time when the need to customize mobile devices arises.

Longevity - Finding a company that has fostered deep relationships with the channel and each component of its global facilities provides OEMs and mobile service providers with an added-element of security that their strategies and goals are less likely to be derailed. It also provides evidence of their expertise and experience, qualities that can only benefit a customer.

Reverse Logistic Services - Successful device manufacturers and service providers understand that a product's lifecycle doesn't cease when it reaches the end-user. If there are any product issues or dissatisfaction, the lifecycle continues. The optimal supply chain and lifecycle partner will be able to provide all forms of reverse logistic services, allowing the customer to focus on their core business. The services provided should range from

processing returned product and either reconditioning, refurbishing, recovering parts for reuse, or properly recycling or disposing of hazardous materials.

Value-Add Capabilities - This is particularly important when dealing with mobile devices. Look for a provider that has experience in such things as product customization (i.e. software flashing, light assembly and packaging). Enterprise customers will require a variety of mobile applications uploaded to the devices they bring in, often times specific to a job function.

Integrated Operations - The mobility device market and IT enterprise customer are both facing new learning opportunities. A supply chain partner can that deliver expertise and experience in both markets will allow OEMs, mobile service providers and enterprise customers to work cohesively, benefiting all of them.

Channel Access - Who are their channel partners? Are these partners that you may already have a relationship with and together you would benefit from working with a single source provider? Perhaps they have channel partners that you're interested in forming a relationship with and the benefits of working in a streamlined solution could assist in making that connection.

Integrated Device Lifecycle - There are many phases in a device lifecycle and while not all



apply to an OEM, mobile service provider or enterprise client, access to all aspects benefits all three in some way. Look for solution providers that offer complete end-to-end capabilities, moving product from manufacturing, providing customization services, fulfilling through all channels (retail, company store, indirect dealer, and directly to an end-user), transportation management and complete integrated reverse logistics and repair services.

SUCCESS IN MOBILITY - IT MARKETS

As the mobility market blazes a path into the enterprise arena, all indications point to a market opportunity not seen in recent years. Many players will attempt to enter the IT - mobility device space, but only those who have developed cohesive relationships with important partners and utilize a

supply chain provider with expertise in both IT and mobility, delivering top-notch services in all aspects of forward and reverse logistics will experience substantial success.

The ideal partner that will support your corporate objectives should be constantly challenging and recasting its processes, technology and infrastructure to provide customers with industry leading solutions, delivering them with the highest level of customer service and commitment. An expansive global reach and expertise enables them to relentlessly pursue ways to drive efficiency, scalability, flexibility and transparency for customers, putting the device at the center of a new kind of value chain.

¹ Frank Gens, Senior Vice President and Chief Analyst at IDC, IDC Predictions 2013: Competing on the 3rd Platform (Doc #238044)

² Blumberg Advisory Group, Strategic Analysis Of The Reverse Logistics Market for Cellular Telephones in the United States 2012.

This submission is exclusive to Reverse Logistics Magazine.



Robert Gifford serves as executive vice president, global logistics of Ingram Micro Inc. Based at the company's headquarters

in Santa Ana, Calif., Gifford has comprehensive responsibility and oversight for all elements of the company's distribution centers and supply-chain operations throughout the world, including the Ingram Micro Logistics fee-for-service business unit. He joined the company in June 2010.

RL Careers

PlanITROI

- Business Development Manager - (RL) Reverse Logistics Specialist
- Client Services Account Manager

Peripheral Computer Support Inc., Computer Technology Solutions LP

- Vice President, Operations

Microsoft

- Reverse Supply Chain Operations Manager
- Retail Stores Global Customer Returns Program Manager

Motorola Mobility

- Global Materials Planner

Reverse Logistics Association

- Account Manager for South America
- Executive Assistant
- Project Manager/Editor

RL Solutions Director

- Sales Executive, Advertising
- Seminars/Webinar Director
- Web Content Coordinator

Toshiba

- Manager, RL SCM Service Parts
- RL Sr. Materials Analyst

Best Buy

- Senior Manager, Supply Chain

OnProcess Technology

- Vice President of Delivery Services

Celestica Inc

- Account Management Director



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



FOCUS COMMITTEES

Corporate Social Responsibility
Chairperson - Brian F. Eddy,
SubCon Industries

Committee Members:

- Christopher Fabian, Professional Service Solutions, LLC
- Larry Maye, Precision Camera
- Liz Walker, Image Microsystems

Extended Warranties

Chairperson – Needed

Co-Chairperson – Ann Rodriguez,
Avnet

Committee Members:

- Charles Chappell, Genco ATC
- Mohan Kumar D, HP
- Arleen Freed, Avnet
- Edwin Heslinga, Microsoft
- Mike Neilon, Shopjimmy.com
- Regan Pasko, TESSCO Technologies
- Kairn Pawlikowsky, Avnet

Software Solutions

Chairperson - Leonard
Schneeman, DEX

Co-Chairperson - Paul Rupnow,
Andlor Logistics Systems Inc

Committee Members:

- Michael Ayon, Avnet
- Liz Barnes, PC-Doctor, Inc
- M. Brian Carter, SAP Labs
- Roger Levi, Intel Corporation
- Lee Sacco, Oracle
- Kimberly Seymour, PC-Doctor, Inc

Spare Parts Management

Chairperson – Needed

Committee Members:

- John Baehr, KLA-Tencor Corporation
- Dan Gardner, ATC Logistics & Electronics
- Paul Gettings, The Gettings

Group

- Joe Giglio, Fidelitone Logistics
- Patrick Joseph, Encompass
- Carol Roberts, PC-Doctor, Inc
- Ann Rodriguez, Avnet
- Jesus Sales, Juniper Network
- Derek Scott, Canon Europa N.V.
- John Weatherup, Hewlett Packard
- Darren Woodvine, Ericsson

Standards

Chairperson -Ron Lembke,
University of Nevada

Co-Chairperson - Ken Jacobsen,
Connexus

Committee Members:

- Beth Foster, United States Postal Service
- Paul Rupnow, Andlor Logistics Systems Inc

Sustainability and Environmental
Management

Co-Chairperson - Raymond
Glynn, Resolvebyarrow

Co-Chairperson -Paul Gettings,
The Gettings Group

Committee Members:

- Rachel Blackwood, ROUND2
- Cintia Gates, Dell Inc
- Ann Rodriguez, Avnet
- Kenneth Turner, HP
- Joe Walden, University of Kansas

REGIONAL FOCUS

APAC

Chairperson - Stephen Barnett,
Repair Group Limited

Co-Chairperson – Haozhe Chen,
East Carolina University

Committee Members:

- Alice Koo Boon Ken, Ericsson
- Brian Noone, Infinet Service Solutions Pty Ltd
- Ashok Parasuram, USPS

- Ian Rusher, Cisco Systems
- Yogesh Sarin, Dell India Pvt Ltd
- Balachandar Subramaniam, Ericsson

Brasil

Chairperson – Felipe Ortiz, Grupo
Pao de Acucar

Co-Chairperson - Melissa Silva,
Brazil Postal Service

Committee Members:

- Djalma Barbosa, Dell Inc
- Sofia Bianchi, Cranfield University
- Orlando Cattini Junior, EAESP-FGV
- Eduardo Cunha, Accenture
- Paulo Gomes, Flextronics Global Services
- Marcus Karten, Arvato Services
- Luciana Lacerda, HP
- Raphael Lima Siqueira, Philips
- OSVALDO NOBUO, UPS
- Marcio Silva, Philips
- Melissa Silva, Brazil Postal Service

EMEA

Chairperson - Ian Towell, Tesco
Co-Chairperson - Jeroen Weers,
Spring Global Mail

Co-Chairperson - Derek Scott,
Canon Europa N.V.

Committee Members:

- Emmanuel Desse, DB Schenker
- Faz Hussain, UPS
- Chris Leigh-Brown, Arvato
- Charlie O'Shaughnessy, Intel
- Ian Rusher, Cisco Systems

North America

Chairperson – Tony Sciarotta,
Philips

Committee Members:

- Molly Zito, Avnet



RLA LAS VEGAS 2013 RECAP

ANOTHER SUCCESS AT NORTH AMERICA'S LARGEST RL EVENT!



Gala Awards

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



THE AWARD WENT TO
RL Operational Excellence - Dell

We Thank all our Participants



Exhibitors



Attendees



Speakers



Sponsors



WELCOME

The 10th Annual RLA Conference & Expo was held in Las Vegas on February 11-14, 2013. The conference was very well attended with over 800 registered attendees and nearly 400 companies represented!



Companies like Walmart, Dell, The Home Depot, Best Buy, OfficeMax, Motorola, Microsoft, Canadian Tire, Hewlett-Packard, Genco & Jabil all participated to discuss and learn about how reverse logistics processes are becoming less secondary and more key to driving success in today's business climate.

The Key note on Wednesday was given by Chris Nielsen, COO/CFO of Zappos.com on Returns From a Customer's Perspective.



The Key note on Thursday was given by Steven Koenig, Director, Industry Analysis of CEA on Inside the Mind of the Consumer.

RLA Community

Welcome to the RLA Conference & Expo: Las Vegas community - the place where connections are made, learning is shared and inspiration is fueled. We hope that you will use this private network to its full extent and make your experience one that will greatly impact your outreach focus in the years ahead.

Read the profiles; Join the conversations; Follow the tweets; Build your schedule; Set up times to meet with others; Remember to add tags (common interests) to your profile - so others can find you!



Build Your Own Schedule

With: All



Matt Gwilliam
a month ago

The RLA Conf & Expo: Las Vegas 2013 Community allows each attendee to build your own schedule. Once the schedule is built, it can be **printed**, **download** or subscribed to your **Outlook** calendar.



Jean-Francois Rioux
a day ago

First time I see such a good web, event and social application, congratulation to all the works you did in this, it will be a success.
thanks



8TH RLA ANNUAL CHARITY GOLF TOURNAMENT





We're Running Out of Resources, and It's Going to Be OK

by Kyle Wiens, CEO, iFixit

The economy is broken. It's not because of partisan bickering or the debt ceiling. It's not because there is too much government spending or too little, too many taxes or too few. The problem cuts much deeper than that; it's systemic and it's global. The economy is broken because the principles that make the marketplace thrive will eventually destroy it.

Our economic growth is dependent on access to cheap raw materials, and those

resources are getting scarcer and more expensive. The McKinsey Global Institute reports that price volatility has hit a high, second only to the energy crisis of the 1970s.

Political conflicts are erupting over access to critical metals, minerals, and rare earths: materials like the lithium in our batteries, the neodymium in our computers, and the coltan in our cell phones. The cost of many staple resources, including

oil, steel, and food, are rapidly escalating.

And yet we're buying, using, and discarding these resources at a rapid and unsustainable pace. The average consumer buys over 2,200 lbs of material per year; 80% of these materials end up in incinerators, landfills, or as wastewater. In North America, less than 1% of all the resources we extract from the earth are actually used in products that are still around six months after their sale. Taken together, it's

not a matter of whether resource prices will go up - it's a matter of when, and by how much.

While companies scramble to get their hands on an increasingly smaller share of the economic pie, most have failed to realize that the materials they need aren't buried deep under the ground; they are already all around us - they just need to be rescued from the waste stream. It's time to invent a better economy - one that is independent of volatile, increasingly expensive raw materials. I believe developing more resource-efficient business models, with comprehensive reverse logistics operations, will be the largest single financial opportunity of the twenty-first century.

GLOBAL COMMODITY PRICES
They've increased sharply since 2000, erasing all the declines of the 20th century.



Reverse logistics is about to start getting the attention it deserves. Here's how:

RECYCLING IS THE FIRST STEP

Recycling is already a lucrative \$236 billion industry; most manufacturers currently utilize it in some way or another. After all, businesses save money every time materials are reprocessed, remanufactured, and

reintroduced into the resource stream. But recycling - melting down products and making new ones — is energy intensive. Recycling aluminum requires around 1.7 Megajoules per can; reusing an aluminum bottle, on the other hand, requires very little energy, and those cost-savings can be passed along to both business and the consumer.

And current recycling technology is limited. Paper can only be recycled five to seven times. We cannot yet recover many materials, including a number of rare earth metals. Only 20 out of 50 elements in a cell phone, for example, are recoverable in recycling. Relying solely on recycling as a solution, then, is really no solution at all. In a

Industry Events



RLA Conference & Expo Brazil
April 16-18, 2013

RLA Seminar: Bentonville
May 2, 2013

RLA Conference & Expo Amsterdam
June 18-20, 2013

RLA Conference & Expo Singapore
September 24-26, 2013

RLA Conference & Expo Las Vegas
February 14-18, 2014

market that demands resource-efficiency, businesses will need to start capitalizing on other forms of reverse-logistics enterprises.

MAINTENANCE OVER MANUFACTURING

Service and maintenance that extend the lifespan of products create local, labor-intensive, skilled jobs - jobs that can't be shipped overseas.

The U.S. automaking industry currently employs 786,500 people, down from 1,136,500 in 2003. At the same time, the automotive service industry currently employs 827,900 people, losing less than 100,000 jobs since its pre-recession peak in 2003. Cell phone repair is also exploding as an industry. Over the past five years, easily-overlooked neighborhood cell phone repair shops have increased by a rate of nearly 7% each year. By 2017, "industry revenue is forecast to grow to \$1.5 billion."

Maintaining existing products is far more resource-efficient than manufacturing new hardware, but it requires specialized expertise and distributed facilities. Typical concerns over scaling operations won't bother successful organizations that design for durability, employ repair technicians, warehouse replacement parts, create service documentation, and build software to facilitate them all.

REVERSE LOGISTICS IS A



DOUBLE-DIGIT OPPORTUNITY

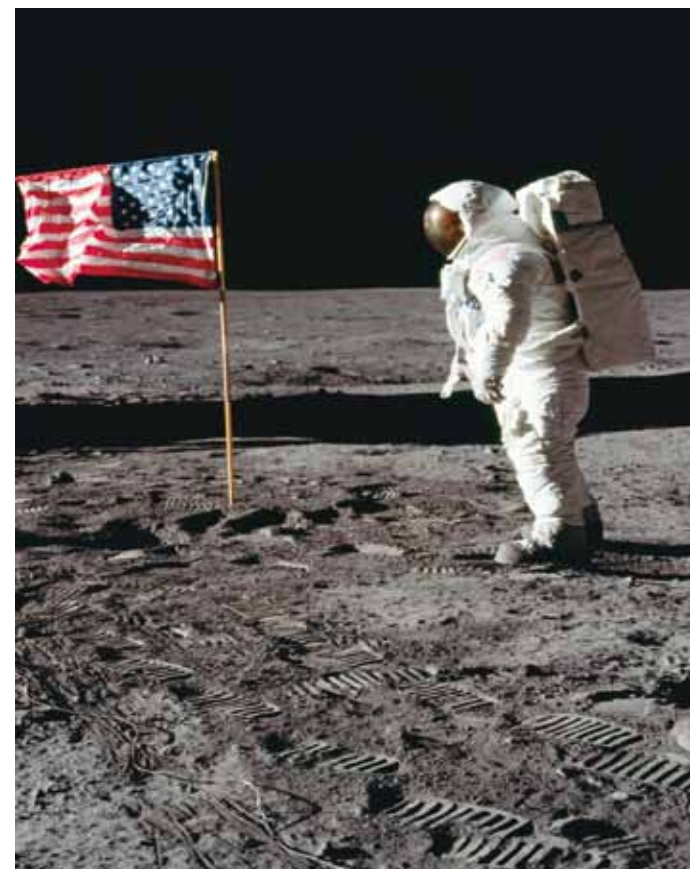
Manufacturing jobs continue to move overseas, but remanufacturing - the practice of restoring used products for resale - is a fast-growing American industry. The United States is the largest remanufacturer in the world, according to a recent U.S. International Trade Commission report. The domestic remanufacturing industry grew by 15% between 2009 and 2011 to "at least \$43.0 billion, supporting 180,000 full-time U.S. jobs." Even in the midst of a recession, every single remanufacturing sector sampled by the USITC reported some growth. The market has huge profit potential.

A handful of established US companies already have impressive reverse logistics operations. Caterpillar, the heavy machinery giant, boasts more than 8,000 refurbishing jobs spread across 68 plants. Previously sold goods are refurbished to like-new quality and marketed in 170 different countries. Greg

Folley, head of the company's remanufactured goods and components division, told the USITC that remanufacturing is "good for its customers, good for its business, and good for the environment."

Cummins, the Fortune 500 engine designer, began their reverse logistics focus 45 years ago. In 2011, their annual sales approached \$1 billion in remanufactured goods. Because the cost of remanufacturing is significantly lower than crafting new components from raw materials, Cummins is able to offer remanufactured engines to their customers for 20 to 40% lower than the price of new product.

My company, iFixit, helps businesses fix electronics. iFixit grows at a rate of about 50% each year; our grassroots efforts to end planned obsolescence have landed us on Inc.'s list of the 5000 fastest growing companies four years running. iFixit's success led us to develop the Dozuki Documentation Platform, which allows third party service operations and OEMs to create



The longest journey begins with one small step.

ACHIEVEMENT

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and distribute information that is critical to successful reverse logistics strategy.



Imagine the financial potential that resource-efficient businesses, with solid reverse logistics foundations, could have. The more quickly goods can be reprocessed, the more wealth can be generated from the same

resources. McKinsey estimates the total economic value of circular business practices at \$2 trillion globally.

The circular economy - championed by influential organizations like the Ellen MacArthur Foundation - is starting to gain worldwide recognition from scientists, economists, and government officials. Just a few weeks ago, several companies including Coca-Cola, iFixit, and IKEA announced a collaboration to create \$10 billion in resource independent business growth. This new model posits a better future: a global economy that is essentially free from waste - because there is no true end-of-life. They are now realizing what the reverse logistics industry has known for years: all "waste" is a

resource for some other industry. As a CEO, the first thing I learned was to effectively utilize the resources available to me. My job is to get as much use - and as much profit - as I can with the resources I have. Let nothing of use go to waste. A circular economy is based on the same principle: The first round of manufacturing, and the first sale, shouldn't be the last. RLM



Kyle Wiens is CEO of iFixit, the largest online repair community, as well as founder of Dozuki, a software company dedicated to helping manufacturers publish amazing documentation.

Global Trade Boom and Surge in FDI Set to Drive Logistics Services Market in India

Mumbai, India—21 February 2013—Market research firm Netscribes Inc has just launched a report on the Logistics Services Market in India which focuses on the strong growth potential of the sector. The report is a part of Netscribes' Transportation and Logistics Services.

The first eWaste "No Landfill" public pure play brand to enter China

London—20 February 2013—E-Waste Systems, Inc., an electronic waste management and reverse logistics company, has announced to have opened its first China office in Shanghai. "Following our recent agreement to enter the China market through a Master License and corresponding investment, the Company is acting aggressively in pursuit of this market and to establish itself as the first eWaste pure play brand to enter China with the slogan 'eWaste No Landfill,'" says Martin Nielson, CEO of eWaste.

Growth Without Growing Pains

6 December 2012-In a video 19 February 2013-Chance Knapp, founder and today CEO of Vivo Technology, turned a 2003 high school assignment into a basement start-up. The 17-year-old lined up suppliers and started

selling products via the Web. In 2007, he concentrated on ordering, selling and shipping laptop parts and accessories.

CSDP Launches Transactional Service Relationship Management (SRM)

Irvine, CA—12 February 2013—Customer Service Delivery Platform (CSDP), a leading provider of Service Relationship Management (SRM©) solutions, is launching a transactional based pricing solution for the reverse logistics industry. The solution includes modules for all processes in the reverse logistics supply chain delivered in a cloud-based model, which reduces upfront software and hardware capital and charges customers based on actual usage.

Reverse Logistics and M2M

18 February 2013-M2M allows logistics companies such as UPS, www.ups.com, to gather key data about each package's location and provide that information to consumers and business executives, allowing them to leverage the data to make critical decisions. In today's connected world, M2M could provide similar value in reverse logistics as well.

Aviall and Sofrance sign agreement for global distribution of spare filtration products

Dallas, TX—15 February 2013—Aviall Services, Inc., a subsidiary of The Boeing Company, has entered into a distribution agreement with Sofrance, a subsidiary of Safran, to market and distribute spare filtration products designed and manufactured by Sofrance.

MicroStrate turns e-waste into sheet for signage, displays

Kyle, TX—13 February 2013—MicroStrate Inc. is turning recycled computer parts and other plastic waste into stops signs and other signage at its 100,000-square-foot facility that recently opened in Kyle.

USPS Saturday limited delivery

12 February 2013-The US Postal Service announced the intention to limit Saturday delivery. This change affects deliveries to homes and businesses, but does not restrict mail development, acceptance, or mail movement in the system. All mail sent to USPS Post Office Boxes will be delivered on Saturday. Only Parcels will be delivered to homes and businesses on Saturday. This can create confusion for mail creators and the recipients. If we examine the mail categories individually, it can help commercial mail producers plan and communicate changes necessary to best service the end user of the mail.



Can Reverse Logistics Help Your Business and The Planet?

by Steve Sensing, Vice President - HiTech, Electronics and FMCG at Ryder Integrated Logistics

Though the holiday gift giving season is well over, there is a different kind of hustle and bustle taking place in the retail world right now -- handling returned merchandise.

January and February are the busiest months of the year for holiday returns, with returns equaling about 10 percent of overall sales. And as more and more consumers make purchases online, product return rates post-holiday have significantly increased.

In fact, returned goods from online sales now make up 20 to 30 percent of all returned merchandise for retailers. All of this activity means that retailers need to find a fast, cost-effective and sustainable means for disposing, recycling or reselling the products that are reentering their supply chains. That's where reverse logistics comes in.

Reverse logistics is the process of managing goods from the point of consumption to the

point of origin. And these days, it's all about speed. When a product is returned, it is basically a lost sale. So retailers



have to maximize the value of that returned asset, and they have to do it fast, in order to not take a hit to their bottom lines. For example, more than 70 percent of the products returned in the consumer electronics and high-tech industry have nothing wrong with them. The quicker those products can be repackaged, put back into inventory and made available for sale, the quicker those companies can recover their value.

every step and manage credit reconciliations and compliance-related issues.

VIEWING IT AS A COMPETITIVE ADVANTAGE

But with greater competitive and economic pressures, companies are now viewing their reverse logistics operations as a competitive advantage, rather than just a cost center.



To do this effectively can be complex, costly and labor intensive. The returns process generally includes logistics and transportation, depot repair, sales and marketing of refurbished products, finance (validating warranty repairs), customer service and channel management.

There is also a great deal of physical handling of the returned goods to determine the product's condition--should it be repaired, refurbished, scrapped, recycled or repackaged -- and employees need specialized training depending on the types of goods they are dealing with (consumer electronics, appliances, apparel). Technology solutions also have to be customized to track the products through

Businesses are looking for better control of their supply chains with reverse logistics. This means increasing the speed and efficiency of recovering, inspecting, testing and disposing of returned products.

And the speed of the reverse supply chain is becoming increasingly important as product life cycles get shorter and shorter, particularly in the consumer electronics industry. That may be why a growing number of companies are turning to experienced outsourced third-party logistics providers to help

them meet their goals.

Ryder Supply Chain Solutions, a transportation, logistics and supply chain management provider, has worked with some consumer electronics and high-tech companies to develop innovative solutions that address these needs. As an example, for some customers, we are co-locating forward and reverse logistics operations under one roof. By co-locating the distribution management of finished goods with returns processes such as technical repair, refurbishment and repackaging in the same facility, companies can achieve greater speed to shelf, visibility and cost-savings.

Effective handling of returned goods isn't just good for the business. It is also good for the planet. Reverse logistics is intrinsically aligned with environmental sustainability. When companies maximize tons per mile, consolidate shipments, reduce returns and optimize the product disposition and asset recovery processes, they are simultaneously reducing harmful emissions and energy usage, while increasing profitability and asset utilization.

The handling and disposition



of products, components and packaging is a growing concern for many companies. In the European Union, the WEEE (Waste Electrical & Electronic Equipment) and RoHS (Restriction of Hazardous Substances) restrict the use of hazardous substances in electrical and electronic equipment and provides for their collection, recycling and reuse. Similar laws are under development in the United States and other countries. Instead of carting products to landfills, companies are recovering the

value of the assets through a variety of other paths, such as returning to stock, donations, secondary market sales and recycling.

Some companies have zero-landfill goals and strive to work with a logistics partner that can provide proper recycling and disposal of returned products. A co-location strategy like the one described earlier further supports carbon footprint reduction and corporate sustainability goals through fewer transportation miles, lower vehicle fuel consumption and lower building carbon output. A more agile supply chain also decreases product obsolescence and reduces total inventory levels. An effective reverse logistics strategy is actually the ultimate recycling process.

By unlocking the hidden value of reverse logistics, companies can manage their bottom lines, improve competitiveness and operate more sustainably. It's truly the gift that keeps on giving.

RLM



Steve Sensing is vice president and general manager for the hi-tech and consumer electronics

division at Ryder Supply Chain Solutions. Sensing joined Ryder in 1992. He is currently a member of the EyeforTransport's Hi-Tech & Electronics Supply Chain Advisory Board. He is also a member of the Stanford's Global Supply Chain Management Forum.

Money Talks

American Billion Dollar Corporations Turn to Europe for 23% Savings with Euro Route Supply Chain and Logistics

UPS Increases Dividend

Sprint Nextel Reports Fourth Quarter and Full Year 2012 Results

Target Reports January Sales Results



Sony Consolidated Earnings Summary

HP Issues Statement on Dell's Leveraged Buyout Plan

Interested in Networking?



RLA Seminars are one-day events held around the world at key industry locations creating easy access for anyone interested in learning best practices and strategies in Reverse Logistics. The highlight of these events is a facility tour showcasing efficient return, repair and services operations from industry leaders such as Best Buy, HP, Walmart, Motorola and Dell.

Upcoming RLA seminar:

Bentonville, Arkansas • May 2nd
Facility Tour: Walmart Returns Facility



Facility Tour Sponsored By:



PRODUCT LIFECYCLE LOGISTICSSM

EVENING RECEPTION

Many attendees are interested in furthering discussions of their reverse logistics operations after experiencing a busy and informative day. So join your peers for an engaging evening reception with food and wine after the seminar.



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 - Find New Employees/Employers
 - Search Worldwide Directory of 3PSP, OEM/ODM and Retailer Companies
- Become Involved with Industry Committees
- Receive vouchers to attend RLA Conferences & Expos and Regional Seminars
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Technical Trends

Repair in a "Post Retail" World

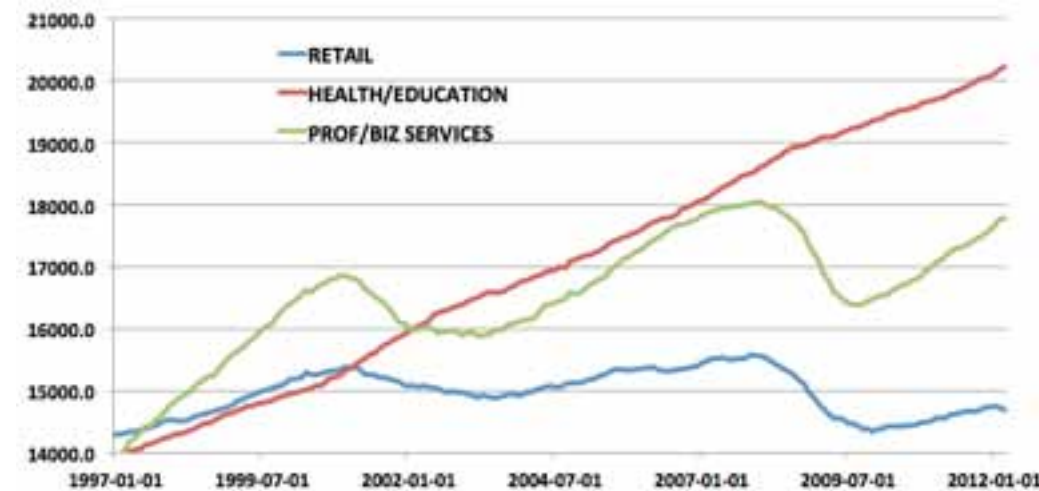
About a year ago Thomas Welsh and I described the growing trend of show-rooming that was placing severe pressure on all of retail. People were using the retail store to decide what they wanted and then would go online to make the purchase. Since that time there has been any number of retailers that have stated they have solved the problem and that all is fine. However, recent data is mixed at best. In February a well reported story broke, after a memo was leaked from Walmart describing the severe nature of sales weakness. Clearly there are some economic issues still at play. To help place this in context take a look at some recent forecasted store closings in retail:

- Barnes & Noble:* 200 to 300
- Best Buy:* 200 to 250
- Gamestop:* 500 to 600
- J.C. Penney:* 300 to 350
- Office Depot:* 125 to 150
- OfficeMax:* 150 to 175 (possible merger)
- RadioShack:* 450 to 550

Sears Holding Corp:

- Kmart* 175 to 225
- Sears* 100 to 125

Clearly not all is well in retail. Derek Thompson for The Atlantic Magazine recently covered this issue and included this very illustrative chart that tracks jobs



by segment, from 1997 to 2012. One of the interesting conclusions many are making from this trend is that retail is going the way of agriculture. It will still be around in the future, but will be smaller and much more efficient. I tend to agree with that notion. For me the greatest

indicator is not employment and not even the advent of the web. It is the shift from a model that generated profit on goods to a model that generated ROI on inventory turns. Retail at its core works when it is part of the value-add. When that happens, the goods will have margin. As pressure from the market

increases the retailers shifted from providing value at the retail level to providing value from the sourcing, inventory control, delivery and distribution.

To clarify where the value-add lies in retail, bear with me in this thought experiment. If by chance a major retailer was

forced by some new regulation to be broken-up, what would be of valuable entities to be sold off? I believe you would find significant capability in freight, warehousing, distribution and real estate along with a massive analytics data warehouse and an efficient treasury team. While these capabilities add value, they only do so in the context of needing large amounts of inventory located near consumers. There are more efficient ways for the retail model to work and I believe we are entering the beginning of a "post retail" period.

If that is the future, what does it portend for reverse logistics? I believe there will be four increasing tendencies.

- More integrated logistics models
- More real value, less screening, more real repair
- Lower volumes
- More local repair

Today the F2F nature of local retail creates a lot of leverage for the consumer. That leverage manifests itself in returns that have nothing to do with product failure. There are returns because the product was later found at a better price, the customer did not understand how to use the product or returns from plain old buyers' remorse. When product is returned from online



purchases the model today is very competitive with local retailers and the returns are handled with ease. However, as the local retail presence decreases this easy level of acceptance of returns will also change. The current practices for online and local retail that allow for easy and painless returns for the consumer are in fact very expensive and not really painless at all; they all increase cost that must then be absorbed somewhere.

Today the consumer's leverage for easy returns is balanced by using contracts and service bundling. This is why service delivery for products like cellphones or cable TV while expensive, will often cost less than a comparable pure retail service offering. When there are bundled services with a contract in place the consumer position is weakened greatly.

An example of how this happens is with shipping costs can be seen from one satellite TV

supplier. They will gladly pay all the shipping costs for repair of a defective DVR/Receiver and will even provide an advance exchange. But if you cancel service, the contract requires all equipment to be packaged up and shipped back at the consumer expense. Many consumers will then just keep the service rather than go to the trouble to gather, pack and ship the equipment. This **asynchronous use of logistics cost** is a good example of the tools that online suppliers will use to limit gross returns to actual failures. Today manufacturers regularly receive returns with massive rates of NTF (no trouble found). Adding shipping costs to products for no good reason cannot be sustained.



B r y a n t Underwood manages Public Safety Sourcing for Cassidian Communications, an EADS North America Company in Frisco Texas.

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Returning Thoughts

How 7 Key Consumer Electronic Trends will Impact Reverse Logistics

It is an exciting time in the Consumer Electronics industry. Tablets, smartphones, connected devices, apps, social media to name a few buzz words. But what will be the impact of all this excitement, these trends and these new devices on your Reverse Logistics operations?

Steve Koenig, Director, Industry Analysis at the CEA Consumer Electronics Association gave an excellent presentation entitled "Inside the Minds of the Consumer" at the 2013 Reverse Logistics Association conference in Las Vegas. Steve outlined a number of statistics, perspectives and key trends on the consumer electronics marketplace. This article highlights several key trends presented by Koenig and tries to suggest how they may impact your Reverse Logistics operations. Will they increase or decrease returns? Will the help us reduce our costs or capture greater value for our returned assets in the secondary markets?

A GROWING INTEREST IN CONSUMER ELECTRONICS

Women are now just as interested in Consumer Electronics as men at an 83% interested or very interested level. Additionally older generations are as interested as the younger generations. The greatest interest level is the 18-24 age group at 95%, but 74% of the 55+ age group are not far behind.

CHALLENGE: BE PREPARED TO HANDLE HIGHER RETURNS VOLUMES



More interest is resulting in more CE devices. The average household now has 15 discrete CE products, an increase of one product more than last year. This is great news for the industry. However, Reverse Logistics teams need to be prepared to handle more reverse logistics volume since this increase in devices will inevitably result in more returns.

CHALLENGE: EASE OF USE REQUIRED TO AVOID RETURNS

The increase in interest and demand for CE devices will need to be accompanied with an increase in the ease of use requirement. Better ease of use will help to avoid returns of CE devices. Only 50% of 55+ age group find their CE devices easy or very easy to use. The 18-24 and 25-34 age group who are more technology savvy are still only scoring about 80% in this area. So the

20%+ gap of not easy to use, will drive or result in a large number of returns.

CHALLENGE: AVOIDING RETURNS BY HELPING THE CONSUMER THROUGH SETUP

Setting up devices is a big challenge area. Only 71% of the 25-34 age find the CE device setup process to be an easy or very easy task, with the 55+ crowd scoring only 34%. Since setup occurs typically in the first few days after a purchase, these days are critical to provide support and guidance to avoid returns.

When faced with setup or usage issues, 34% of women and 19% of men will ask for help. An additional 46% of men and 37% of women are willing to try to figure it out themselves. Additional emphasis with call, chat or online resources and guidance information, tools or videos may be a very significant opportunity to increase customer satisfaction and reduce returns.

TABLETS AND SMARTPHONES - THE CE SPENDING LEADERS, BUT BEWARE OF THE SHORT LIFECYCLE

Tablets and smartphones are the 2 leading CE purchases. Since their launch just over 2 years ago, tablets have become the fastest growth CE device in history with 22% of US households now owning tablets and an expected increase to 38% over next 2 years. Tablets are NOT cannibalizing the PC market. 120 million units are expected to be sold in 2013. Similarly, smartphones expect to sell 130 million units in



2013. Rapid growth in these markets will be accompanied by rapid product development, short life cycles and increased competition. The reverse logistics for these units will need to move rapidly in order to capture value from the secondary markets otherwise the returned inventory will lose value very quickly, as new and competitive products are introduced.

RETAIL RETURNS WILL CONTINUE

On-line shopping is still growing but retail still a very important and relevant channel for Consumer Technology purchases with 70% Retail, 25% online and 5% other. When making purchase decisions, male and female consumers are still very reliant on the retailer to provide product information on the packaging, in store displays and sales people to assist them with purchase decisions. As a result, the retail returns can be expected to continue at similar levels in the near future.

SOCIAL MEDIA AS A TOOL TO REDUCE RETURNS

The influence of social networking to influence purchase decisions is growing rapidly. There are

158 million US on-line consumers. These on-line consumers are using social media to help them make purchase decisions: 31% read product reviews, 29% learn about products, 27% clicked on an Ad, 17% post product reviews. From all this on-line research, 81% found their social media references helpful. As a result, we would hope that this easy access to helpful purchase information should result in a more informed

decision, less buyer remorse and fewer no trouble found (NTF) product returns.

ASSESS THE IMPACT ON YOUR REVERSE LOGISTICS OPERATIONS

The insights, statistics and trends above have provided you with additional knowledge and ammunition to help you to better understand the current Consumer Electronics market and to better fight your battle with the returns at your operation. RLM

Good Luck!

Paul Rupnow - Director, Reverse Logistics Systems, Andlor Logistics Systems Inc.



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

Returns



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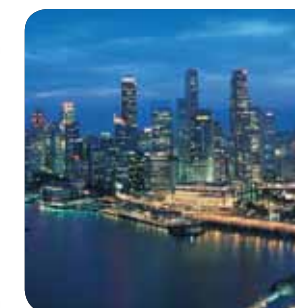
THERE IS GREAT CONTENT AVAILABLE IN RLA WORKSHOPS THIS YEAR.

You're in town for the RLA Conference & Expo, why not take advantage of your Monday and learn more about RL in an interactive classroom setting.

Beginning at 9:00AM on the day prior to the conference, a registration fee of \$999.99 allows you to attend any three workshops.

Some Past Workshops

- Successful Outsourcing - RFQs, Contracts and SOW presented by Gailen Vick, RLA
- Customer Experience by Kok Huan Tan, Senior Service Program Manager, DELL
- Leverage RL to Drive Sustainability & Reduce Expenses by Jesse LaRose, ESE Solutions



RLA CONFERENCE AND EXPO LOCATIONS



LAS VEGAS FEBRUARY **The World's Largest Reverse Logistics Conference**

At the RLA Conference & Expo in Las Vegas, the focus of 3PSPs will be to help OEMs, Retailers & Branded companies become aware of RL support on a global basis. This is a rich opportunity for OEMs and Branded companies to identify future service partners. There has never been an opportunity like this for 3PSPs to sit down face-to-face with the key outsourcing decision makers from the major OEMs and Branded Companies.

Be sure to attend our annual Charity Golf Tournament.



SAO PAULO, BRAZIL APRIL **Reverse Logistic Solutions Conference**

Empresas do mundo inteiro e principalmente da América do Sul e Central junto com muitos outros delegados internacionais, estarão presentes.

Empresas de todo el mundo y especialmente América del Sur y Centroamérica, junto con muchos otros delegados internacionales estarán presentes.

Companies from all over the world and especially South America & Central America along with many other international delegates will be in attendance.



AMSTERDAM JUNE **Europe's Premiere Reverse Logistics Gathering**

At RLA Amsterdam in June, the focus of 3PSPs will be to help European OEMs and Branded companies become aware of RL support on a global basis. This is a rich opportunity for OEMs and Branded companies to identify future service partners.

There has never been an opportunity like this for 3PSPs to sit down face-to-face with the key outsourcing decision makers from the major OEMs and Branded Companies. A highlight of this Conference will be on the subject of "green laws", particularly on WEEE and RoHS. **Be sure to join us on the Canal Cruise Dinner.**



SINGAPORE SEPTEMBER **Asia's ODM Reverse Logistics Gathering**

Get ready for the RLA Conference & Expo in Singapore!

International Delegates from companies in Asia, South Pacific, Europe and the America's will be in attendance.

ODMs and contract manufacturers will be looking for 3PSPs that can manage Reverse Logistics in North/South America and Europe, along with identifying Reverse Logistics solutions for the Far-East.

Not to be missed is our Annual Racing Party.

