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Edition 52

OFFICIAL MAGAZINE OF THE REVERSE LOGISTICS ASSOCIATION®

9th Annual RLA/RLTS Conference & Expo

AMSTERDAM

Over 400 RL Professionals & 200 Companies will be in Attendance

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Amsterdam, The Netherlands

Venue:
Mövenpick Hotel Amsterdam City Centre

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

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One Year Subscriptions:
Global: $5.00

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BPA Worldwide Membership May 2010. Printed in the U.S.A.

ISSUE 6 VOLUME 8
REVERSE LOGISTICS MAGAZINE (ISSN 1934-3698) is published monthly for $5.00/per year by Reverse Logistics Association.
iTunes In-App Purchase: $4.99
Amazon Kindle Monthly Subscription $1.49

Edition 51 published May 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

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

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by Mohammed Alnuwairan, Faculty Member, King Faisal University (Saudi Arabia)

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Message from the Editor

TIME MANAGEMENT

How well is your time managed in your day-to-day activities? Like many people, the answer to this question may not be completely positive. Perhaps your workload has become one pile on top of the other, working late to meet deadlines. Being unable to manage your time effectively can cause undue stress and aggravation. Many of us realize this difficultly but may not know the steps of how to improve on this task. One of the most positive things that come out of managing time efficiently is the exceptionally productivity at work, which in turn decreases the stress levels. Possessing the ability to manage time can also lead to a happier well being. There are several mistakes that people make that interfere with the opportunity to manage their time.

The first mistake that is often overlooked is not having a checklist. Writing down a to-do list can often help prioritize goals and projects. You are then able to categorize each task with a priority of completion. Another mistake related to a checklist is not setting a date of when completion will be accomplished. Goals provide a destination and vision to work towards. Taking this step will prevent additional procrastination or distractions.

The second mistake is simply taking on too much. This can often be a poor use of time, as having the ability to complete one project before taking on another can start to feel overwhelming. This ends up creating too many commitments, which can then lead to poor performance or rushed, sloppy work. Taking on multiple projects can sometimes seem efficient, but this is when time begins to run thin and deadlines become closer and slowly move out of reach.

Every job has its own demands and time management is an essential skill that is adaptive to each situation. The basic steps to attaining this skill are relatively simple. Time management ultimately improves productivity and increases overall happiness and morale.

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.

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REVERSE LOGISTICS ASSOCIATION

Message from the Publisher

Why Reverse Logistics was Defined

What an exciting time for those of us that work in the process of Reverse Logistics! Here are a few reasons that I'm so optimistic about the process we manage:

1. Major improvements are being made in the process across all industries and departments as companies have met together to share best practices at our Conferences & Seminars.

2. Academics are working with the industry to help legislators understand the impact RL has on environmental and sustainability.

3. Mergers and acquisitions of 3PSPs are increasing as Investment Banks and Venture Capitalists learn about the positive margins that can be gleamed.

So why was it necessary to define Reverse Logistics?:

1. An oversight group was needed to connect all departments of the same company to manage their assets, from HR to Supply Chain and from Engineering to Customer Service. A group that should be reporting into the Finance Department.

2. RL was such a small part of each department that the process was over-looked, ignored.

3. Assets were thrown away and miss-managed because of the inability to see the complete financial picture.

REVERSE LOGISTICS ASSOCIATION®

REVERSE LOGISTICS

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- **Customer Service (HelpDesk)**
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- **Fulfilment Service**
- **IT Process Management**
- **Recycling**
- **Refurbishment / Screening**
- **Warranty Management**
- **"B" Channel Management**
- **Asset Management**
- **Environmental Resources**
- **Sustainability**

Please take a look at the growing definition of REVERSE LOGISTICS. Why growing? Because we just added Remanufacturing to make sure no one forgets this important element of RL.

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 John Benardino has 19+ years of multinational supply chain management. Moved production and call centers overseas, implemented new planning and procurement systems, transformed outbound deliveries, shifted terms and conditions around returns/support, and direct management of third party manufacturing. 12+ years of experience managing first and second level managers, setting objectives, balancing workloads and managing performance. Over fourteen years of customer facing experience. Channel partners (Distributors, Consumer Electronics, Mass Merchant, Office Product Super Stores, and Clubs), Enterprise, and end consumer customers. Includes account programs, forecasting and enabling product placement tradeoffs. Over eight years of experience managing a profit and loss statement. Strong understanding of marketing/distribution channels within retail, enterprise and commercial. 8+ years of low mix/ low margin computing, 2+ years of high mix/ high margin test and measurement, 4+ years of service revenue, and 9+ years of annuity based product.

David O'Leary - UPS David O'Leary brings over 22 years of management experience through several key roles in Sales, Finance and Operations positions that he has held during his career at UPS. As Vice-President, Global Post Sales and Reverse Logistics, David is responsible for the US and Canada operations while having strategic oversight for the product globally. Prior to taking on this role David was Vice-President of High Tech Sales. In this role, David was responsible for managing a group of High Tech sales executives who support internal and external sales cycles focused on UPS distribution and service part logistics products.

David began his career with UPS through the acquisition of Livingston Inc. in October 2000. Just prior to the acquisition, David had moved into a Service Parts Logistics (SPL) operations role and assumed more senior operational responsibilities within SPL at UPS. Prior to moving to operations, David spent four years with Livingston in various financial roles. His last financial assignment was Controller of Livingston, Inc.

David has a Bachelor of Commerce degree from the University of Toronto. In addition, he obtained his Chartered Accountancy (CA) designation in 1992 during his apprenticeship with Price Waterhouse. David worked for Price Waterhouse for five years performing roles in audit, tax and insolvency groups. David spent one year at Coco-Cola as a Finance Manager prior to joining Livingston.

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.

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 – 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, 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.

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

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.

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 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.

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

Reverse Logistics Association Industry Committees

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

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

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- Regan Pasko, TESSCO Technologies, Inc.

Join today at www.RLA.org

Focus Committees & Regional Focus continued on to page 17

Asset Retirement Breeds New Channels

by Heather Engen, Director of Marketing & Sales, Lenovo &
Jeff Zeigler, President & GM, Global Asset Disposition, Arrow

Arrow Electronics Inc. announced an agreement with Lenovo designating Arrow as its "partner of choice" for a new asset retirement service offered at the point of sale. Through the agreement, Arrow's value recovery and recycling offerings can be bundled with new Lenovo equipment purchases.

Initially launching in the United States and Canada, this service is available to Lenovo's relationship customers in global accounts, public sector and large enterprise segments.

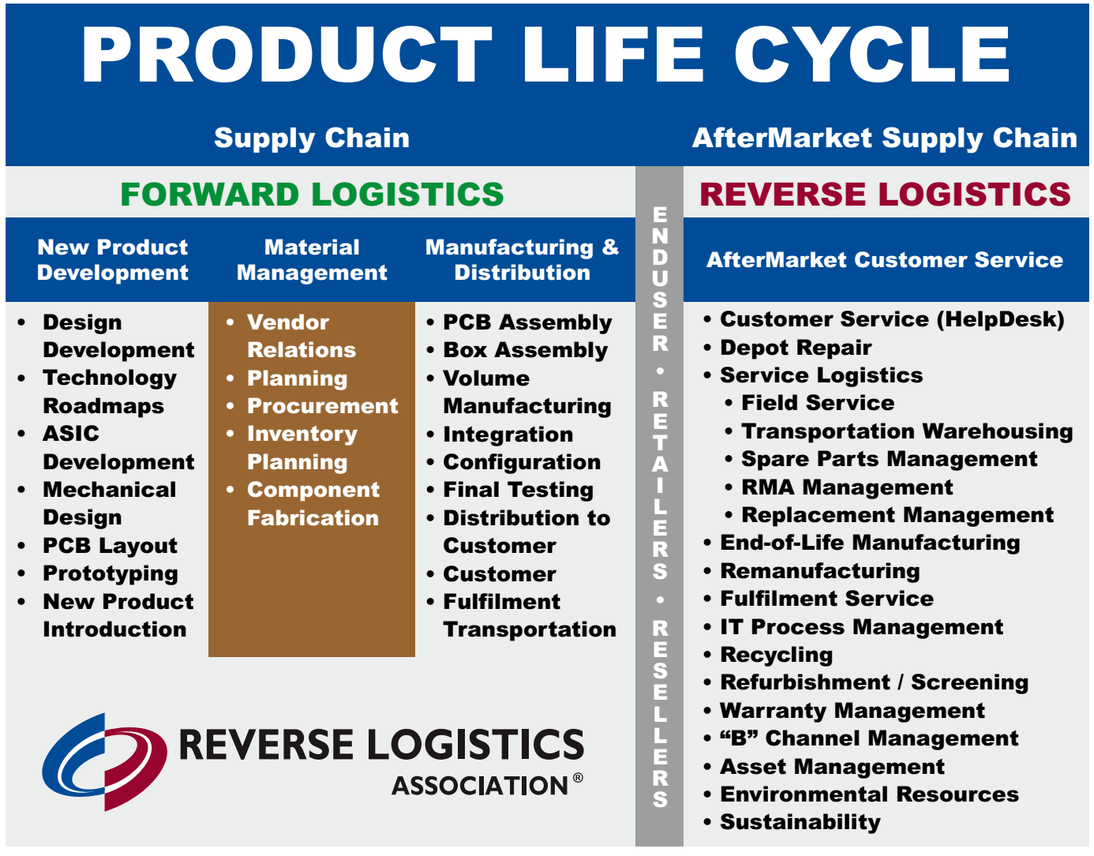
Arrow Electronics Inc. is a global provider of products, services and solutions to industrial and commercial users of electronic components and enterprise computing solutions. Arrow serves as a supply channel partner for more than 100,000 original equipment manufacturers, contract manufacturers and commercial customers through a global network of more than 470 locations in 55 countries.

Serving its industrial and commercial customers, Arrow offers both a wide spectrum of products on behalf of leading electronic components and enterprise computing solutions suppliers, and a broad range of services and solutions that are complementary to the products Arrow distributes, including materials planning, new product design services, programming and assembly services, inventory management, reverse logistics, training and education, managed services, and electronics asset disposition.

Through six acquisitions of industry-leading EAD providers since the company's entry into that market in 2010, Arrow processes approximately 7.2 million electronic assets annually through 16 EAD processing facilities across the Americas and Europe. With a "zero-landfill" policy, Arrow offers enterprise customers the ability to recycle, redeploy, remarket or donate their assets. Through these offerings, Arrow helped to keep more than 25,000 tons of material out of landfills last year. Arrow's EAD operations exceed industry standards and the company employs a uniform, consistent approach to EAD processing globally.

Lenovo is a US $34 billion personal technology company – one of the top two PC makers in the world and an emerging PC Plus leader – serving customers in more than 160 countries. Dedicated to exceptionally engineered PCs and mobile internet devices, Lenovo's business is built on product innovation, a highly-efficient global supply chain and strong strategic execution. Formed by Lenovo Group's acquisition of the former IBM Personal Computing Division, the company develops, manufactures and markets reliable, high-quality, secure and easy-to-use technology products and services. Its product lines include legendary Think-branded commercial PCs and Idea-branded consumer PCs, as well as servers, workstations, and a family of mobile internet devices, including tablets and smart phones. Lenovo, a global Fortune 500 company, has major research centers in Yamato, Japan; Beijing, Shanghai and Shenzhen, China; and Raleigh, North Carolina.

Lenovo Services offers a comprehensive portfolio of services to assist customers with all aspects of the IT hardware life cycle from factory integration and automation services to simplify deployment, to support and



protection services to maximize productivity and lower the hardware cost of ownership. Lenovo also provides hardware disposition services to enable customers to responsibly and securely manage end of life assets. Lenovo's portfolio of services, tailored for Lenovo's products, complement the capabilities of our partners and customers.

IT asset retirement can be time-intensive and costly if not managed efficiently. Lenovo, in partnership with Arrow, provides a new, smart option for IT asset retirement. Adding enterprise asset retirement at the time of new equipment purchases is a wise move that saves time and effort down the road.

A CONVERSATION WITH LENOVO AND ARROW

Question: What brought about the partnership?

Heather Engen, Director of Marketing & Sales, Lenovo answers: Arrow has a long-standing relationship with Lenovo. Lenovo was seeking to solve customer pain points associated with the "unplanned" nature of traditional asset recovery service. Lenovo recognized how much time and effort customers were investing in ad hoc disposition processes, such as manually

cataloging end-of-life assets, as well as developing and reviewing custom proposals for disposition.

Lenovo felt there was an opportunity to create a standardized asset retirement service that could be conveniently and cost effectively attached to new serialized Lenovo equipment at the initial time of sale. By adding this service at point of sale, customers can pro-actively budget and plan for end-of-life asset management, as well as manage the service in a cloud based portal environment. The portal greatly simplifies service delivery with "one clock" pick-up as well as additional benefits, including a central repository for all reports/certificates, improved service delivery tracking and oversight and the ability to monitor to residual value during the in-service life of the equipment. This vision of service delivery mirrors the provisioning of other services, such as warranty coverage to serialized equipment.

After an extensive evaluation process, Lenovo selected to partner with a clear leader in the reverse logistics area as well as expand an existing relationship with Arrow. Through an acquired company (TechTurn), Arrow has a long history of supporting Lenovo's standard ARS services, from providing quotes and sales support to handling the logistics, processing, and remarketing or recycling of the assets. Arrow also works with Lenovo to support its product returns program by procuring, processing and reselling inventory Lenovo receives through channel, retail, and customer returns. As a service provider, Arrow provides great expertise in the area of value recovery for retired IT assets.

Arrow's asset retirement services can be attached to any new serialized Lenovo system using one of two part numbers for either recycling or value recovery (i.e., return of fair market value). Regardless of the service type selected, the customer receives a complete turnkey service, including on-site packing, secure shipping, processing at a certified and audited facility and complete reporting including certification of data destruction and environmental compliance.

Lenovo strongly believes this new ITAD option will change the way organizations approach the challenge of efficiently managing end-of-life assets.

Question: What are the dominant Regional/Global influences?

Jeff Zeigler, President & GM, Global Asset Disposition , Arrow answers: Both Arrow and Lenovo are taking a global thought leadership position by providing a new take on traditional ARS services. This service eliminates many of the historical pain points and those pain points aren't specific to any particular geography. Because of that we believe this service is very likely to be replicated by others in the space on a regional and global scale.

Heather Engen answers: Some of the pain points Jeff refers to include the growing number of required certifications for IT asset handling (e.g., RIOS, R2); increasing number of local and regional regulations governing IT asset disposal; enterprises increasingly comprised of multiple geographically dispersed locations; fewer IT resources available to manage time-consuming ad hoc processes; and the need to streamline and automate IT equipment lifecycle management for greater efficiency.

Question: How does the customer benefit from this partnership?

Heather Engen answers: Customers often lack options for secure and responsibly planned asset retirement. IDC has indicated this new solution pioneered by Lenovo and

Industry Events

Workshops: Amsterdam 2013
June 18, 2013
Conf & Expo: Amsterdam 2013
June 18-20, 2013
RLA@ Home Delivery World 2013
September 16-17, 2013
Workshops: Toronto 2013
September 18, 2013
Workshops: Singapore 2013
September 24, 2013
Conf & Expo: Singapore 2013
September 24-26, 2013
Workshops: Laredo 2013
October 28, 2013
Seminar: Laredo 2013
October 29, 2013
RLA@ CES 2014
January 7-10, 2014
Workshops: Las Vegas 2014
February 10, 2014
Conf & Expo: Las Vegas 2014
February 10-13, 2014

Arrow is unique in the ITAD market today. By planning ahead, customers can accurately budget for asset disposition and amortize that expense over the life of the system. Additionally, customers can replace manual ad hoc processes for dealing with end-of-life assets with a fully automated and cloud-based portal solution to greatly simplifying asset disposition management and delivery. Geographically dispersed locations can locally manage a uniform and centrally supervised service across the United States and Canada. This new solution approach improves equipment lifecycle planning and allows for optimizing the value of IT equipment with ongoing visibility to residual values.

Jeff Zeigler answers: I would add that this is innovative not only in terms of the client benefits it provides, but also in the way this service is fulfilled. This model is very natural inside an OEM like Lenovo, as it becomes another service to attach to the box at the point the new box is sold. This becomes a perfect storm of fluid sales motions inside Lenovo and expanded value to the end client, which is what makes it such a home run. I would be really surprised if this didn't become the default ARS model for OEMs (and VARs) at some point.

Question: Does this partnership increase job availability?

Jeff Zeigler answers: Consistent with our standard approach for all of our operations, Arrow will allocate resources as demand for this service grows, given the program is newly launched.

Question: Where does cost responsibility/shareholder value improve in the equation?

Jeff Zeigler answers: Shareholder value will be driven by the revenues/profits we garner from this service. Revenue is generated by fees paid by the client at the point the new box is sold and at the point any units are remarketed. Both Arrow and Lenovo participate in those revenue streams. This program is very strategic in nature and I think it eventually will set a new standard for how this service is procured. RLM

Heather Engen joined Lenovo in 2005 and currently holds the position of Director, Services Marketing and Sales for Lenovo's Americas geography. During her 19 years in the PC industry Heather has held numerous leadership positions in functions such as Marketing, Product Management, Operations, Business Development and Corporate Strategy. Heather completed undergraduate studies at the University of South Dakota and holds an MBA from UNC's Kenan-Flagler Business School.

Jeff Zeigler is president and general manager for Arrow Electronics Inc.'s value recovery business and is responsible for strategy, growth and integration of the group. Arrow acquired six leading reverse logistics businesses from 2010 to 2012 to build a platform of reverse services and remarketing. The group provides lifecycle and resale services through its North and South America and European locations.

Zeigler brings 20 years of experience in the reverse logistics and aftermarket services industry. He founded TechTurn in 1999 to service the equipment finance industry, and guided it through rapid growth and profitability. Private equity firm Catterton Partners acquired the company in 2006 and provided strategic resources to expand service offering to OEMS, retailers and value-added resellers. Arrow acquired TechTurn in 2012.

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Some Spin About Choosing Your Storage Media

by Lee Sensenbrenner, Director of Product Marketing, Gillware Data Recovery

In the event that a data backup didn't work or never existed and it's necessary to recover data from failed hardware, the task varies considerably based on the wide range of storage technology available today. One of the most obvious divides that's emerged – particularly among laptops or anything mobile – is solid-state storage versus traditional hard drives. This article is a brief primer on how data recovery differs between solid-state storage and traditional spinning hard drives – something that often is not a consideration when choosing hardware.

Hard drives have existed for more than half a century and still seem to be the future for many desktops, servers and enterprise applications. Hard drive manufacturers also have not conceded the laptop market, and are producing slimmer drives to compete with SSDs. But most laptops, tablets and mobile devices on the market come with solid-state storage or offer it as an option.

Data recovery labs have decades of experience repairing hard drives inside clean rooms, imaging them, and solving logical puzzles to retrieve the data. In the hands of a competent data recovery lab, the primary barrier to whether data can be recovered from a hard drive is whether it, and its essential logical structure, still exists on whole platters. In other words, if the bits that comprise the important files haven't been physically scratched off by something dragging on the spinning platters, it hasn't been overwritten by other data or demagnetized, and the platters haven't shattered, there's reason to expect a good lab will be able to get it back. There is quite a range of complicating factors here – drives can be exceedingly rare and difficult to find parts for, various levels of encryption can stymie efforts, and logical structures of some file systems can pose some serious challenges. But on the whole, the approach to recovering data from a hard drive is familiar to qualified data recovery labs.

In contrast, some forms of failures among solid-state drive require cooperation with the drive's manufacturer to allow cost-effective data recovery.

Gillware Data Recovery looked at how solid-state recovery differed from hard drive recovery in white paper published in 2009, when the incidence of solid-state drives showing up for data recovery was newer. Since then, Gillware, as well as other top labs, have worked with the manufacturers of solid-state storage to help make recovery more reliable and cost effective.

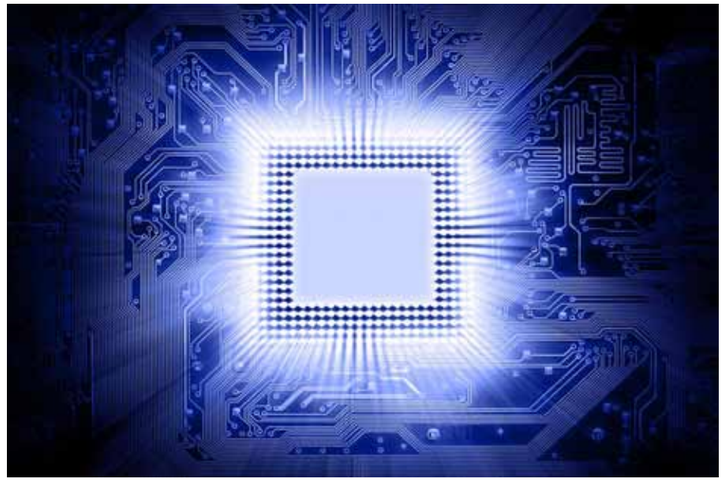
People are generally familiar with how spinning media keeps its data. Even if the actual technology is different, the concept, thanks to the record player, is easily visualized. A hard drive has discs with magnetized surfaces. The 1s and 0s lie in concentric tracks, which pass under moveable read/write heads. If the read/write heads stop working, or the motor that spins the discs burns out, the data still exists as magnetized patches on the discs. Once the mechanics are restored, the data can again be read.

Solid-state data storage is physically different; there are no moving parts. But before looking at how solid-state data storage works, it's important to look at another reason data has to be recovered, and that's a failure of the logical structure that makes it readable.

Logical failures can happen in hard drives or solid-state drives. The data on any drive has to be thoroughly organized for a computer to access it reliably. There are many different file systems that accomplish this, and for Windows operating systems, popular ones are NTFS and FAT32.

For an NTFS example, let's say a drive's organizational structure starts at Sector 0 with a partition table, which is part of a Master Boot Record. The partition table shows the basic divisions within the hard drive. At the beginning of the partition is a boot sector. The boot sector

gives the location of the master file table, the root directory and the bitmap in relation to the boundaries of the partition. The master file table is constantly changing with the data held on the partition. It is a record of all the file names and where they live. The bitmap tells your hard drive where data has been written. When some of this metadata is lost, information may become inaccessible because the hard drive loses the framework it relies on to find its way. Missing boot sectors, partition tables, bitmaps and so on are issues that data recovery labs deal with routinely. They can be dealt with after a hard drive is repaired and an image, or a copy, is made of it. The same is true of solid-state drives; an image could be made, and logical issues worked out from there.



Where solid-state drives differ is how they physically store data and what efforts can be made when the device itself – rather than the file structure or metadata – has problems.

Solid-state memory works with transistors – think tiny little gates that either allow or block the flow of electrons – instead of tiny patches of metal that are magnetized or demagnetized. The transistors are packed into computer chips, and a solid-state drive will employ several chips. When a file is stored on a solid state drive, what typically happens is that the file will be pulled apart, or "striped," and stored across several chips. To perform data recovery on a failed SSD, it is often necessary to read each chip individually in a custom reader, and then try to figure out how the data is striped. This varies by manufacturer and model, and is proprietary. In effect, it is a form of encryption. This is why data recovery is often impossible for labs that have not invested in considerable SSD research and development and have worked closely with SSD manufacturers. And even labs that specialize in SSDs may have trouble with SSDs from smaller manufacturers or less widely produced models.

SSDs have a lot of advantages – they're quiet, fast, energy efficient and shock resistant. But it is worth making sure that there is an automatic remote backup running on workplace laptops running SSDs. And it's worth checking in with data recovery labs to see whether they can recover data from SSDs and, if so, which models they can support in the event of a hardware issue. RLM

Lee's profession is marketing and product development for a rapidly growing data recovery and software development company. His career started with newspaper journalism; after award-winning reporting from Baghdad, he went on to be the speechwriter and communications director for a governor before leading communications and public relations for state agencies. Lee's education is in economics and math. He was a collegiate rower and now races bikes.

WHAT IS THE REVERSE LOGISTICS ASSOCIATION?

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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How to use Data to Improve Supply Chain Decision Making

by Donna Fritz, Director of Product Marketing, TAKE Solutions

In the data-centric world we live in today, supply chain decision-makers have become increasingly reliant on quality data. Data enables decision makers to draw actionable conclusions based on the best information possible. This is critical to maintaining an efficient supply chain to help drive strategic and competitive advantage company-wide.

The true challenge lies in determining whether your organization can ensure that the data used to make supply chain decisions are clean, relevant and accurate. To answer those questions, decision makers must create a comprehensive view of all data sources; complete with information on how they both integrate, and interact with supply chain processes to drive decision-making. To maximize data potential and avoid costly roadblocks like redundant technologies, duplicate processes or poorly synthesized data, supply chain leaders should follow a few simple steps:

First, Work with Accurate, Real Time Data. Recent research has shown that, even among top retailers, critical business data often lacks consistency. Despite the investments many supply networks have and continue to make in data management tools, this lack of data consistency -- and visibility -- is a common industry problem that has the potential to cause major damage to a company's bottom line.

The impact of one faulty data point can involve a ripple effect of inaccuracies as it travels down the supply chain. With today's trading and regulatory requirements causing an increase in the number of data points throughout the product lifecycle, reducing data errors is more important than ever. Typically, improving master data management in purchases, pricing, order quantities and replenishment levels will provide the greatest measurable benefits. These include sales gains, decreased administrative costs for error correction and more accurate pricing on everything from purchase orders to invoices. Better inventory control also translates into lower warehousing, transportation and shipping costs.

One relatively simple method to quickly get more accurate data into your related systems is to analyze the timing of your MRP data pulls. You may gain more accurate visibility into your inventory by timing pulls to obtain critical data individually from your ERP, rather than relying on batch processes with delayed intervals. Additionally, use data capture and validation workflows to search for incomplete or inconsistent records in your system. Continually audit samples of data to discover errors and develop processes to better manage data input.

For enhanced real-time data, mobile technology provides even more integration potential for supply networks. For example, supply chain management solutions can enable planners, purchasers and suppliers to accomplish transactions from their tablets or smartphones anytime, anywhere. At the level of "on the floor" data, consider using mobile applications for inventory management in distribution centers and warehouses as well as retail facilities. Several big box retailers, for instance, use mobile devices to capture receiving and ordering data as well as warehouse pick-packing transactions. These devices send data immediately to your ERP for real-time visibility throughout the product lifecycle.

Next, Eliminate Redundant Data and Processes. Inconsistent, ill-timed, incomplete and redundant data and processes are a recipe for inaccuracy. The lack of an independent AP automation solution to integrate with the ERP and purchasing system makes

RL Careers

Microsoft

- Reverse Supply Chain Operations Manager

- Retail Stores Global Customer Returns Program Manager

PlanITROI

- Business Development Manager – (RL) Reverse Logistics Specialist

Reverse Logistics Association

- Executive Assistant
- Project Manager/Editor

- RL Solutions Director
- Sales Executive, Advertising
- Seminars/Webinar Director

Toshiba

- Manager, RL SCM Service Parts

the checks and balances of three-way matching impossible. For example, a purchase order that is generated in an ERP, then sent to a purchasing collaboration system for processing but to a different system for AP automation may result in faulty invoicing due to the multiple systems' varying rules and cycle times.

Another example is a company with a general ledger, warehouse management system (WMS), ERP software, and third-party logistics (3PL) systems that use different data sources on which to draw conclusions and make decisions. In this scenario, you have four different versions of the data with no "single version of the truth."

One solution is to evaluate areas in your supply network where multiple systems or processes use the same data and find ways to streamline it into an integrated system, leveraging technology to auto-populate redundant data. For complex organizations, another useful method is to determine which KPIs are most relevant for your business objectives, apply the KPI equations consistently across the enterprise, and evaluate the data daily, weekly, monthly, annually or on some other a regular frequency The result is more consistent data that can be leveraged for strategic, accurate decisionmaking.

Finally, Create a Centralized Data Solution. With today's exponential growth of "Big Data," the supply chain network's challenge lies in sifting ever-growing mountains of information for relevance and accuracy. The fact is that more data does not necessarily mean better data. As supply chain corporations continue to grow and expand with mergers and acquisitions, many companies now must find ways to integrate data from various ERPs and potentially thousands of suppliers.

A widely adopted "best practice" solution is to implement a supply chain collaboration system that provides an overall view of purchase orders, invoices, shipments, sales orders, quotes, tracking numbers and receipts so that you can strategically view your data. This unified view can help evaluate supplier performance, sort data into useful parts and create reports and graphical dashboards of real-time information.

Taken together, all three of these approaches share the common goal of garnering more accurate, reliable and understandable data in service of better decision-making across the network. By using this data for more efficient and agile processes, supply chain professionals are better able to keep their companies profitable – and customers and industry partners happy. RLM

Donna Fritz has more than 20 years of leadership experience in B2B and B2C marketing, product marketing, communications, advertising and public relations. Skilled at go-to-market strategy, brand building, market penetration, and customer acquisition through integrated media channels. Gifted communicator and forward-thinker.

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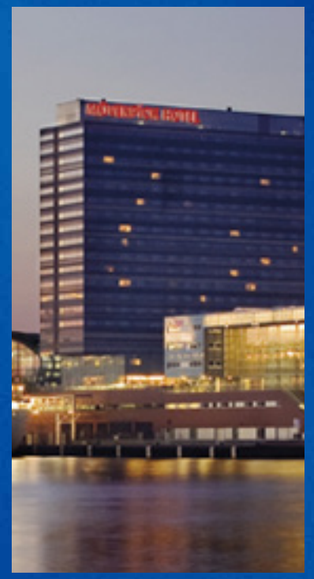


Mövenpick Hotel Amsterdam City Centre **Tuesday June 18th - Thursday June 20th, 2013**

TUESDAY - JUNE 18TH, 2013

WORKSHOPS - 9:00 - 15:00

16:00

CHAIRPERSON
Ian Towell
TESCO

CHAPTER REPORTS

CO - CHAIRPERSON
Derek Scott
Canon

CO - CHAIRPERSON
Charlie O'Shaughnessy
intel

Evening Reception - 17:00 - 18:00

WEDNESDAY - JUNE 19TH, 2013

EXHIBIT HALL OPEN - 8:30 - 16:00

10:00

WELCOME TO RLA CONFERENCE & EXPO: AMSTERDAM 2013
Gailen Vick, President & CEO

REVERSE LOGISTICS ASSOCIATION®

10:15

EUROPEAN RL CHALLENGES ROUNDTABLE

Derek Scott - European Parts Technical Support Canon Supervisor

Charlie O'Shaughnessy intel Global Returns Manager

Tim Coughlan - Director, EC EMEA Service Parts DELL

Track: Consumer Electronics

11:30

Helene Dupeux - EMEA Services Transport Manager
Offering the Consumers the Right Level of After Sales
DELL

Tim Coughlan - EMEA Services
DELL

LUNCH - 12:30 - 13:30

Track: EMEA

13:30

Charlie O Shaughnessy - Global Returns Manager

Measuring the Impact of Returns on the Bottom Line

intel

Track: Sustainability and Environmental Management

15:00

Moderator: Derek Scott -
European Parts Technical Support Supervisor

How to Cover Reverse Logistics Related Costs
Canon

Daniel Seager - Take Back Regulations Manager EMEA
hp

Cyrille Regardin
Service Operations, CS Europe
SONY

Ian Rusher
Sr Manager. Logistics Operations. Supply Chain Ops
CISCO

Tom in het Veld
Sr Director Business Development
JABIL

Jeroen van Gennip
EMEA Director
UPS

Track: Retailers

16:00

Mark Bakker - Senior Manager EU Returns

Reverse Logistics at eBay - The World's Online Marketplace
eBay

Ryan Bartley - Manager of Product, Global Reverse Logistics

Reverse Logistics at eBay - The World's Online Marketplace
eBay

AMSTERDAM CANAL DINNER CRUISE - 17:30 - 19:00
Seats are limited. Please sign-up when you register for the Conference & Expo.

THURSDAY - JUNE 20TH, 2013

EXHIBIT HALL OPENS - 8:30

9:00

Daniel Seager - Take Back Regulations Manager EMEA

Recast WEEE 2012

Derek Scott - European Parts Technical Support Supervisor

Recast WEEE 2012

Faz Hussain - Business Development Manager, UPS SCS

Recast WEEE 2012

Track: EMEA

10:00

EMEA CHAPTER 2014 PLANNING

Ian Towell - National Returns Manager

Derek Scott - European Parts Technical Support Supervisor

Charlie O'Shaughnessy Global Returns Manager

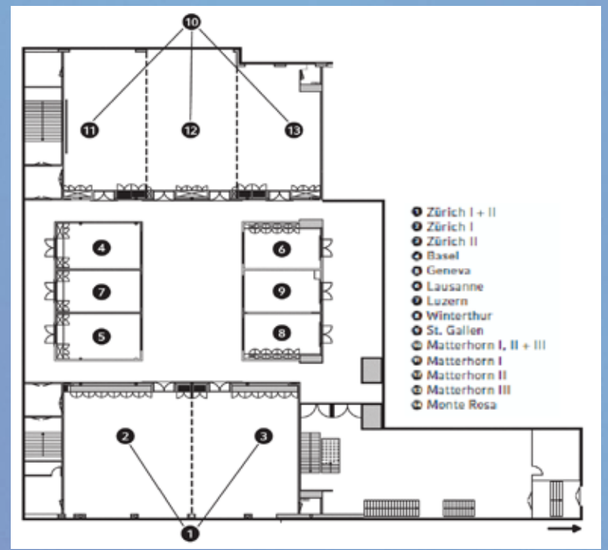
12:00

CLOSING REMARKS
Gailen Vick, Executive Director & Founder

THANK YOU TO ALL OF OUR EXHIBITORS, SPONSORS, ATTENDEES, AND INTERNS

EXHIBIT HALL

Exhibit Booths



Conference Speakers and Panelists

Biographies in alphebetical order

Mark Bakker - Business Unit Manager - EMEA Returns, eBay

Ryan Bartley - Manager of Product, Global Reverse Logistics, ebay inc. Ryan leads the product teams at eBay responsible for delivering a global reverse logistics platform for the world's largest online marketplace. He has led product and technology programs across several industries including eCommerce, Cloud computing and Reverse Logistics.

Tim Coughlan - EMEA Services, Dell, Inc.

Helene Dupeux - EMEA Services Transport Manager, Dell, Inc.

Tom in het Veld - Sr Director Business Development, JABIL

Faz Hussain - Business Development Manager, UPS SCS

I consider myself fortunate in career; at key stages I have been the right man, in the right place at the right time, however it always takes someone to recognise that and to help you convert opportunity into success.
I have been blessed to have worked with excellent peers and mentors; their contribution has been great source of knowledge and help in developing skills and experience.

I have extensive experience, organizational skills to responsibly and effectively manage and deliver success. My track record is built on progress, by firstly motivating myself, creative & innovative thinking leading to challenging people around me to deliver success.

Charlie O Shaughnessy - Global Returns Manager, Intel Charlie is currently the global program manager for customer returns for Intel, working with returns teams across the globe on driving added value from services and returns programs. Over the past 15+ years he has been responsible for developing, delivering and sustaining customer returns programs. Prior to working in the reverse logistics arena, he spent over 20 years in computer manufacturing with large MNCs based in Ireland having graduated in electronic engineering.

Cyrille Regardin - Service Operations, Customer Service Europe, Sony Cyrille Regardin is the head of Service Development for Sony Europe responsible for product & service strategy . Cyrille has 15 years experience in Business Development, Product Management, Reverse Logistics and Customer Services operations in various industries including Consumer Electronics, Automotive and Telecommunications.

Cyrille has been with Sony for 12 years originating in France, with last position in Belgium. Key objectives within his current role are accelerating development of (product) service schemes to support the MRP Service % of Net Sales targets whilst enhancing the customer service experience.

Ian Rusher - Sr Manager. Logistics Operations. Supply Chain Ops, Cisco 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 infrastructure to support the Teams Global Revenue targets.

Derek Scott - European Parts Technical Support Supervisor, Canon Derek currently works in Operational Planning & Development of Canon's Service Materials Support Division. For over 27 years, Derek's B2B Customer-facing roles provided key real world experience when determining a balance betw2een the demands of the business, the Customer, and legislatory constraints.

Daniel Seager - Take Back Regulations Manager EMEA, Hewlett-Packard Daniel Seager works in HP's Environmental Business Management Organisation as Take Back Regulations Implementation Manager for the EMEA region. His is responsible for setting up e-waste solutions based on Extended Producer Responsibility principles, waste policy analysis and implementation. Daniel has over 5 year's experience working with regulations governing end of life product management such as the EU WEEE Directive, Waste Shipment Regulations and emerging market e-waste regulations. Currently Daniel is involved with policy development and implementation of the WEEE recast Directive in Europe as well analyzing the impacts this Directive has upon the reverse supply chain of Used Electrical and Electronic Equipment for repairs and subsequent strategies. Before HP, Daniel worked at LG Electronics and prior to that at the Worldwide fund for nature (WWF). Originally from the UK he has a Masters in Environment and Resource Management and a post grad in Enterprise and Environment.

Jeroen van Gennip - EMEA Director, UPS Logistics & Distribution Working for over 15 years in the high tech supply chain management area. Heading up a team of Business Development persons that are specialized in high-tech/telecom supply chain management across EMEA. Experience in reverse logistic as integrated part of logistics and working closely with partners to allow quality, sustainable and feasible end-to-end solutions across the globe. Eagerly looking to learn every day with our (potential) customers on how to decrease overall cost of supply chain.

Gailen Vick - Executive Director, Reverse Logistics Association Gailen Vick founded the Reverse Logistics Association in 2002. His market research found that over $750 billion was being spent annually on Reverse Logistics in North America alone! Uncovered where thousands of 3rd Party Service Providers (3PSP) that provided services to OEM/ODM, Branded and Retail companies! Additional research showed that there wasn't any common thread between any of the 3PSPs other than competition. There just wasn't a forum for the OEMs, ODMs, Branded and Retail companies to discuss 'best practices' for Reverse Logistics.

With 30 years experience in aftermarket supply chain, engineering, manufacturing and marketing, Gailen's RL knowledge is a resource to companies across all industries.

Prior to founding Reverse Logistics Association, Gailen served on the executive staff of several 3PSP companies. Most of these companies were in the computer and telecommunications industries which made for an enjoyable learning experience in business management for Gailen. His career started at Diablo Systems in 1974 as an EE & expanded to senior marketing & sales positions at Shugart, Fujitsu and Seagate.His experience at Xerox, Seagate, and Fujitsu along with business involvement at many trade conferences has allow Gailen to work hand and hand with many of today's Executive Management and has thus made him a resource to his colleagues.

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Role of Reverse Logistics in Waste Management

by Mohammed Alnuwairan, Faculty Member, King Faisal University (Saudi Arabia)

Reverse logistics is a process whereby companies can become more environmentally efficient through recycling, reusing, and reducing the amount of materials used. A more holistic view of reverse logistics includes reduction of materials in the forward system in such a way that fewer materials flow back, reuse of materials is possible, and recycling is facilitated.

The measures aimed at reducing waste begin in the product design phase and incorporate the entire product life cycle, including transportation and final disposal. This will allow minimizing the waste downstream and allowing the product to go backward in the chain for possible remanufacturer, reuse, recycling, or resell for secondary market.

Reverse logistics differs from waste management in that it focuses on the addition of value to a product to be recovered. On the other hand, waste management involves mainly the collection and treatment of the waste products that have no new use. A reverse supply chain is the network of activities involved in the reuse, recycling, and final disposal of products and their associated components and materials. The public is only concerned with the aftermath environmental impacts of the products at the end-of-use life.

Life Cycle Assessment (LCA) is an important tool in reverse logistics and involves assessing alternative materials and component concepts from the start of the development process and throughout the entire product life cycle, from the retrieval of raw materials through the utilization phase to recovery.

WORLDWIDE SCENARIO

Waste management legislation in Europe is strong where firms are directed to address recovery and disposal of end-of-life products in an environmentally sound manner. As far as the United States is concerned, economic factors focused on resource recovery value have been the main motivating factor. On the other hand, reverse logistics in emerging economies is in early stages and depends heavily on third-party provider due to shortage of legislation, awareness, and infrastructure. Professional collection, sorting and transportation of end-of-life products are much needed in emerging markets such as the Middle East.

In the developing world, reverse logistics work is characterized with low value addition due to the low reprocessing involved for example from recycled electronics, paper, automobiles, scrap, plastics and food waste. Unfortunately reverse logistics has not received the desired attention in developing countries and is generally carried out by the unorganized sector for recyclables like paper, plastics and metal.

BRAZILIAN NATIONAL SOLID WASTE POLICY

In 2010, Brazil finalized its National Solid Waste Policy, a law that aims to decrease the total volume of waste produced nationally and increase the sustainability of solid waste management from the local level to the national level. Public, domestic, industrial, mining, forestry, transportation, construction, and health waste are all covered by this policy, and much of the responsibility for paying for or providing management of waste falls to its producers. The law outlines a variety of options for producers to work together within their sectors, with reverse logistics service providers, and with municipal and state governments to manage waste flows and to recapture, recycle, and ultimately dispose of these materials.

Read the Press

Technology Conservation Group, Inc. Joins Coalition for American Electronics Recycling
Lecanto, FL--6 June 2013--Technology Conservation Group, Inc. has joined the Coalition for American Electronic Recycling, which is leading a campaign in support of the Responsible Electronics Recycling Act (RERA) that will create jobs, promote investment and enhance sustainability.
Full Article

City of Laredo Hosted International Logistics, Trade Conference
Laredo, TX--26 May 2013--Gailen Vick, President of RLA, was in attendance of this Trade Conference. He spoke on Reverse Logistics: The way into the future.
Full Article

Ericsson wins 2012 Smart Grid Product of the Year Award
4 June 2013-Ericsson has been awarded a 2012 Smart Grid Product of the Year Award for its Smart Grid Communications Management solution. Sponsored by SmartGrid. TMCnet.com, a TMC and Crossfire Media website, the Smart Grid Product of the Year Award recognizes those products that have contributed to the advancement of smart grid technologies and reflect the diverse range of innovation driving this market.
Full Article

Dell launches Pay It Forward initiative to support one million female entrepreneurs by 2015
Istanbul, Turkey--3 June 2013--The fourth annual Dell Women's Entrepreneur Network global event opened here yesterday with more than 150 female entrepreneurs and business leaders attending. The event's theme, Pay It Forward, will shape a new initiative, led by Dell, to mobilize successful women business owners and leaders to help more than one million aspiring women entrepreneurs by the end of 2015.
Full Article

Encompass Partners With Hisense to Expand Spare Parts Availability for Electronics and Appliance Products
Lawrenceville, GA--3 June 2013--Encompass Supply Chain Solutions, Inc., a leading provider of forward and reverse logistics for a diverse range of electronics products and replacement parts, today announced it has formed a strategic partnership with Hisense USA -- a top brand in electronics and appliances -- to enhance service parts support.
Full Article

Consumers Want Choices and Convenience When Shopping Online
Reston, VA & Atlanta, GA--3 June 2013--comScore, Inc. (NASDAQ: SCOR), a leader in measuring the digital world, and UPS (NYSE: UPS) today released the second UPS Pulse of the Online Shopper™: A Customer Experience Study, a report analyzing e-commerce preferences including mobile trends, social media impact and the integrated buying experience of shopping in physical stores and online - also known as omnichannel retailing.
Full Article

Celestica Named to Canada's Green 30
Toronto, Canada--3 June 2013--Celestica Inc. (NYSE, TSX: CLS), a global leader in the delivery of end-to-end product lifecycle solutions, today announced it has been named to Canada's Green 30, an annual list of top companies based on Aon Hewitt's Employee Green Index.
Full Article

Microsoft looks to boost China sales with Chongqing services center
30 May 2013-Microsoft is expanding its enterprise services in China with a new Global Service Delivery Center in the country, the second of its kind in the world, the company said Wednesday.
Full Article

UPS Officially Opens Hangzhou Healthcare Facility As Part Of Global Expansion
Hangzhou, China--30 May 2013--UPS officially opened its new healthcare facility in Hangzhou, Zhejiang Province, China, a move that represents a significant expansion of its Asia healthcare distribution network. The state-of-the-art facility has industry-leading technology to maintain product safety and integrity and is designed to offer seamless, global solutions to healthcare companies looking to expand into, transport within, and export from China.
Full Article

Manufacturers, stores, supermarkets, distributors, importers and the retail trade are obliged to implement reverse logistics systems. Under the terms of the law: "Packaging will be manufactured with materials that permit reutilization or recycling". This is valid for the entire country and acts as a guarantee for companies that reverse logistics will be adopted more rapidly.

While the law has not yet gone into full effect, many cities in Brazil have made significant progress on waste management in recent years. Rio de Janeiro has improved its landfills and its recycling rates. Cities such as São Paulo and Curitiba have increased recycling rates and practices, and their laws helped pave the way for the national mandate.

CONCLUSIONS

A well-managed reverse logistics program can result in significant cost savings in procurement, disposal, inventory holding and transportation. This may be carried out by the original product manufacturers or by third-party reverse logistics providers. With increased industrialization and globalization, reverse logistics is bound to gain momentum in coming years in the developing countries which will not only lead to economic gains but also protect the environment. RLM

This article was written for EcoMENA, with permission obtained.

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Money Talks

Cisco Declares Quarterly Cash Dividend
Full Article

Muthoot Group Maintains Profitable Growth With Juniper Networks
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Target Reports First Quarter 2013 Earnings
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Best Buy Reports Better-than-Expected First Quarter Results
Full Article

Office Depot And OfficeMax Select The Boston Consulting Group To Provide Integration Support For Pending Merger
Full Article

Accenture Completes Acquisition of Fjord, Expanding Digital and Marketing Capabilities
Full Article

10th Annual

RLA Conference & Expo Singapore

Novotel Clarke Quay • September 24-26, 2013

Asia's premiere Reverse Logistics Event will bring three full days of Reverse Logistics. Starting on Monday, September 24, with RLA Workshops and continuing on Tuesday and Wednesday with sessions and exhibition.

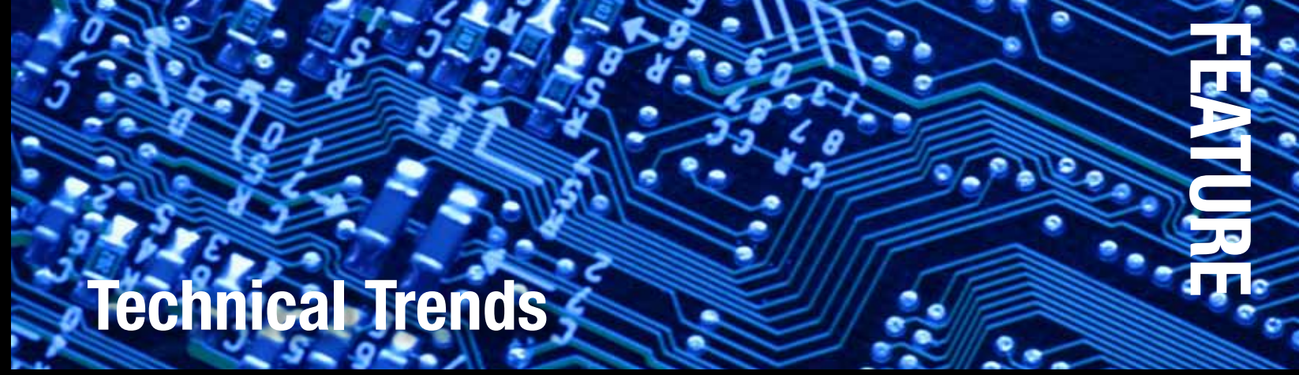
A wide range of leading regional and global Reverse Logistics companies are in attendance from repair/refurbishing to recycling/e-waste and transportation logistics.

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

REVERSE LOGISTICS ASSOCIATION® CONFERENCE & EXPO

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

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



FEATURE

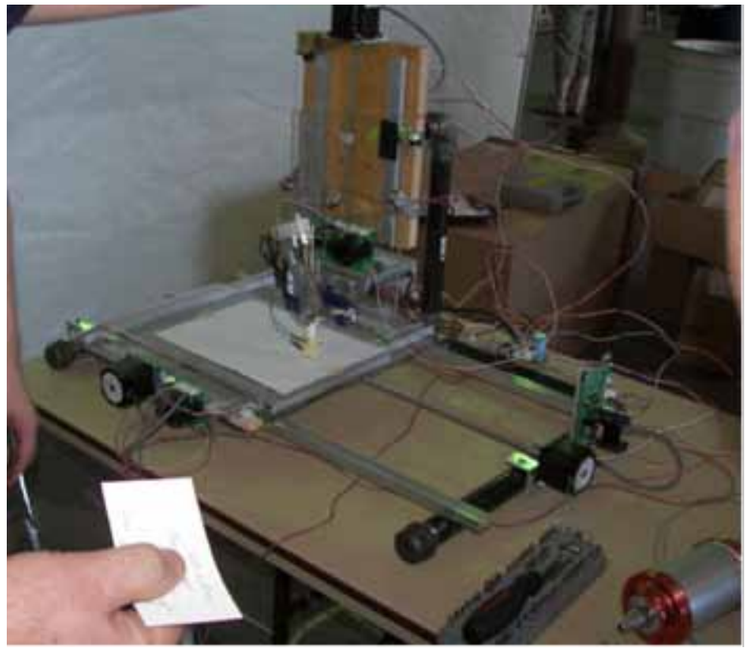
Technical Trends

Can you Own a Shape?

This month I wanted to expand on what I think is a rapidly developing and game changing technology for reverse logistics- 3D printing. In the news of late, there have been quite a few news articles regarding the perils of 3D printing. The typical slant seems to center around why this new technology must be controlled for the protection of society. In each case the basis of the concern is because someone might use the technology to manufacture a firearm or some other destructive device. All of this concern seems misplaced. In truth computer controlled lathes and machine tools have been widely available for some time at a very low cost. These tools are far more capable than any 3D printer using thermo plastic. Today most 3D printers are used in some form rapid-prototyping or fabrication. Outside of a one-off need, there is not much use for these products. I believe that will change, and soon.

The very first time I was aware of 3D printing was when I worked at the General Dynamics Flight Simulation Lab in the late 80s. Back then the technology was called Stereo-Lithography. It was a very exotic technology that used lasers and polymers in a process that when witnessed looked more like conjuring than engineering. Then in 2008 I was asked to speak at a technology fair in Austin Texas. There I saw the 3D printer and capture system constructed by Tom Owad. What Tom built was amazing. Not only did he build a 3D printer, but he built a 3D capture system. The 3D capture used a couple of tape measures that had lasers with diffraction gratings to generate vertical lines. Tom would then place whatever he wanted to duplicate on an old record-player.

As the object would spin, the laser lines would paint the shape of the object in light. The webcam would then capture that information and render a 3D CAD file on his notebook computer. So in this case once the capture program was running and the record player was spinning, a CAD file of that green die was generated automatically. I believe this total setup cost about $50. By the way, notice the lego-stands, truly no expense was spared.



Then that CAD File would be transferred to his 3D printer. This thing was an amalgamation of old flat-bed scanners, plumbing and hot-glue guns. But it worked and worked well.

The plastic was melted and pumped out into whatever shape the CAD file required. The source of the plastic was simple weed-trimmer line. The commercial and even kit based 3D printers of today are orders of magnitude more advanced and accelerating. I tell you this little first hand story to frame how sophisticated technology has become and what the promise is.

Consider that for repair and reverse logistics today, few of our parts demands are from electronic parts. They are almost always from something made of plastic. Think of the problems that repair parts demand places on new product manufacturing. The requirement for the manufacturer to guess at how many parts to over-order to support repair is very wasteful. In addition to the materials and inventory cost from storage and finally the inevitable write-offs.

Today 3D printing technology is not ready to solve repair parts creation- but it will be. However, when the technology is ready, there are likely to be massive roadblocks to the widespread use of 3D printing. The most significant of these will be IPR (intellectual property rights).

The problem on the IPR front has really started in the medical field. One of the fast developing segments of medical research is in protein folding. In this technology large computers model how amino acids can be 'folded' to create proteins of certain shapes. These protein shapes are critical to developing new disease treatments and drugs. As you can guess there is a whole segment of IPR that gets claimed and reserved from these folded shapes. These same engineers and lawyers now look at 3D printing and have asked the question, 'can I own the circle?'. If not the circle, can the shape of an iPod case have IPR held that would prevent it's printing? But wait, it can get even more strange. Today there are already colors that are owned and licensed. What if you printed a part for a repair and the shape was legally licensed but not the color?

Will all this be solved? I hope so. But clearly the solutions not likely to arrive until some big players get involved and spread some money around. Keep an eye on the developments of this technology. When this matures and the legal problems get solved-watch out. Until then, I call dibs on the triangle. RLM

Bryant Underwood manages Public Safety Sourcing for Cassidian Communications, an EADS North America Company in Frisco Texas.

Returning Thoughts

Improving Your Retail Reverse Logistics P&L Profits

On May 29th the RLA consumer Electronics committee hosted an interactive webinar where Tim Quinn from BJ's Wholesale Club presented several topics and questions that he seeks solutions for or best practices as he leads a strategic review of the reverse logistics and return functions for his company. The session was well attended by a number of Reverse Logistics professionals and visitors from the CE committee including retailers such as OfficeMax and Staples. Below is a quick list of a number of take away "nuggets" that may help you improve your Reverse Logistics operations:

Establish Baselines and Develop Scorecards - establish key indicators for the Reverse Logistics scorecards such as return rate, credits to customer, vendor credits, liquidation recovery amounts. Establish a baseline for these indicators. Focus on the low hanging fruit to close the gap quickly and use the baseline to identify opportunities. For example Credits to Customers: try to recover as much of this credit as possible, such as a return to store shelf is a 100% recovery; an open box unit may be discounted and sold; a defect may be returned to manufacturer for 100% credit (less handling), etc.

Buyers and Store Managers Need Access to the Same Data - typically, buyers are responsible for all aspects of "Product P&L": product sales and margin and have visibility into all components (rebates, allowances, damages, freight, shrink, etc.). On the other hand, store managers are accountable for "Store P&L", including margin, however, they have differing levels of visibility to the components of it. Often they have excellent visibility to shrink and salvage, but limited visibility to things such as Returns transportation costs, returns that are denied by vendor and no control over the buyers deals. This financial data gap causes decisions to be made that impact portions of the P&L without understanding

the total impact.

Consolidate Liquidation Partners - in some cases there are benefits to consolidating or reducing the number of liquidation partners so you can provide them with larger lots and you can establish better control. This often results in less cost variability and increased asset recovery.

Segregate for Liquidation - sometimes it is beneficial to segregate products or product families for higher liquidation values. For example, electronics vs. office supplies. You may also find liquidation partners who specialize in certain categories that can provide higher returns. Alternatively, you may find it better to lump together desirable goods vs. less desirable goods, which may be a better strategy to enable the disposition of lower grade or less desirable goods.

Market Return Goods in your Web Store - while not all goods are suitable for website salvage, there may be certain returned goods that are worthwhile to resell in your existing web store or a related branded web store.

Allocate Liquidation Funds Back to the Stores - allocating liquidation profits to the original store can drive good behavior, such as better product segregation, presentation, preparation and palletization, leading to higher recoveries.

Vendor and Buyer Data Sharing and Analysis - regular data analysis and conversations with buyers enables them and you to work with vendors to educate and avoid surprises. Vendor category analysis is helpful to compare a vendor with others in their category. Often using the 80/20 rule for focus will provide significant ability to identify key issues and work with the vendors to reduce the returns.

Finance is from Mars and Reverse Logistics is from Venus - Another excellent resource for Retail Reverse Logistics P&L analysis is Finance is from Mars and Reverse Logistics is from Venus "how we can talk to each other" by the Reverse Logistics Association Consumer Electronics Committee. This can be found at http://rlmagazine.com/ED25.pdf The committee also has an excel version of the worksheet to assist your analysis.

Watch for more webinars in the future from the RLA CE committee. This kind of community resource is an excellent source of knowledge. Sharing our knowledge and experiences benefits us all. 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

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THERE IS GREAT CONTENT AVAILABLE IN RLA WORKSHOPS THIS YEAR.

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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

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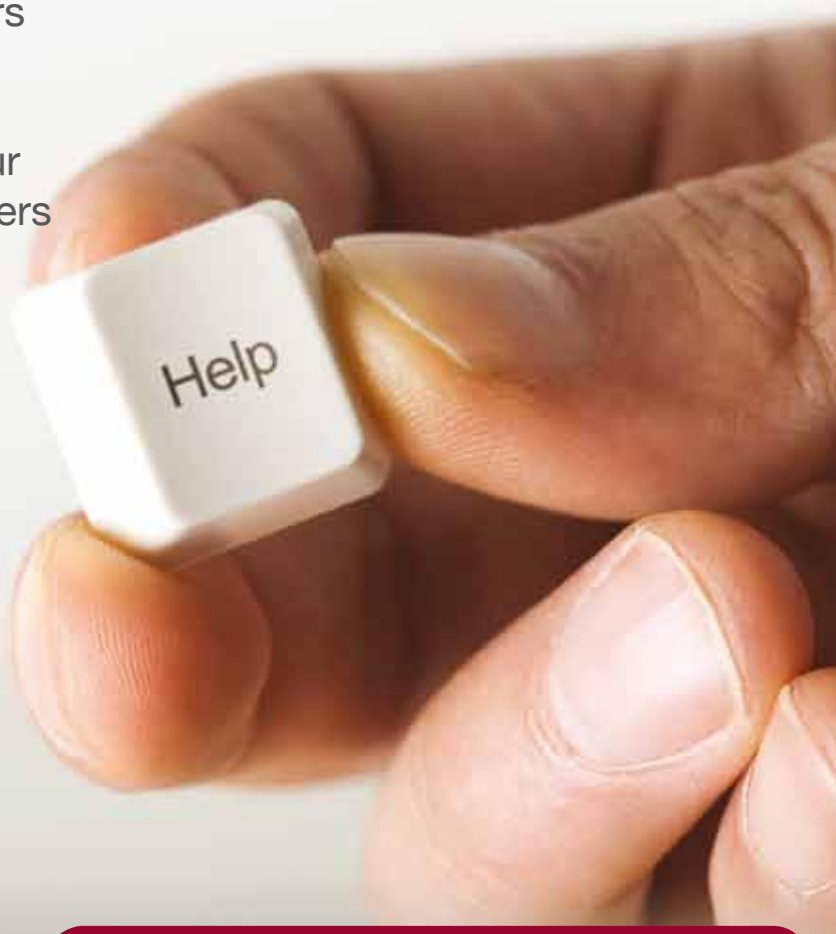

Free Industry Expertise – The RFI responses from RL Quote come from the top executives at 3PSPs who are on the frontlines of the industry everyday.

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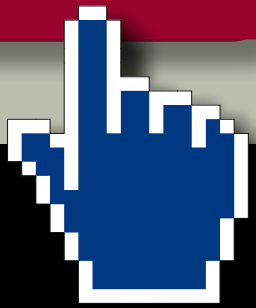
For more information visit RL Quote at
www.rlquote.org

ACTIVE RFI SUBMITTED 6/13/13
Global OEM organization is looking for a Third Party Service Provider to deliver Customer Support Logistics services for North and South America.



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