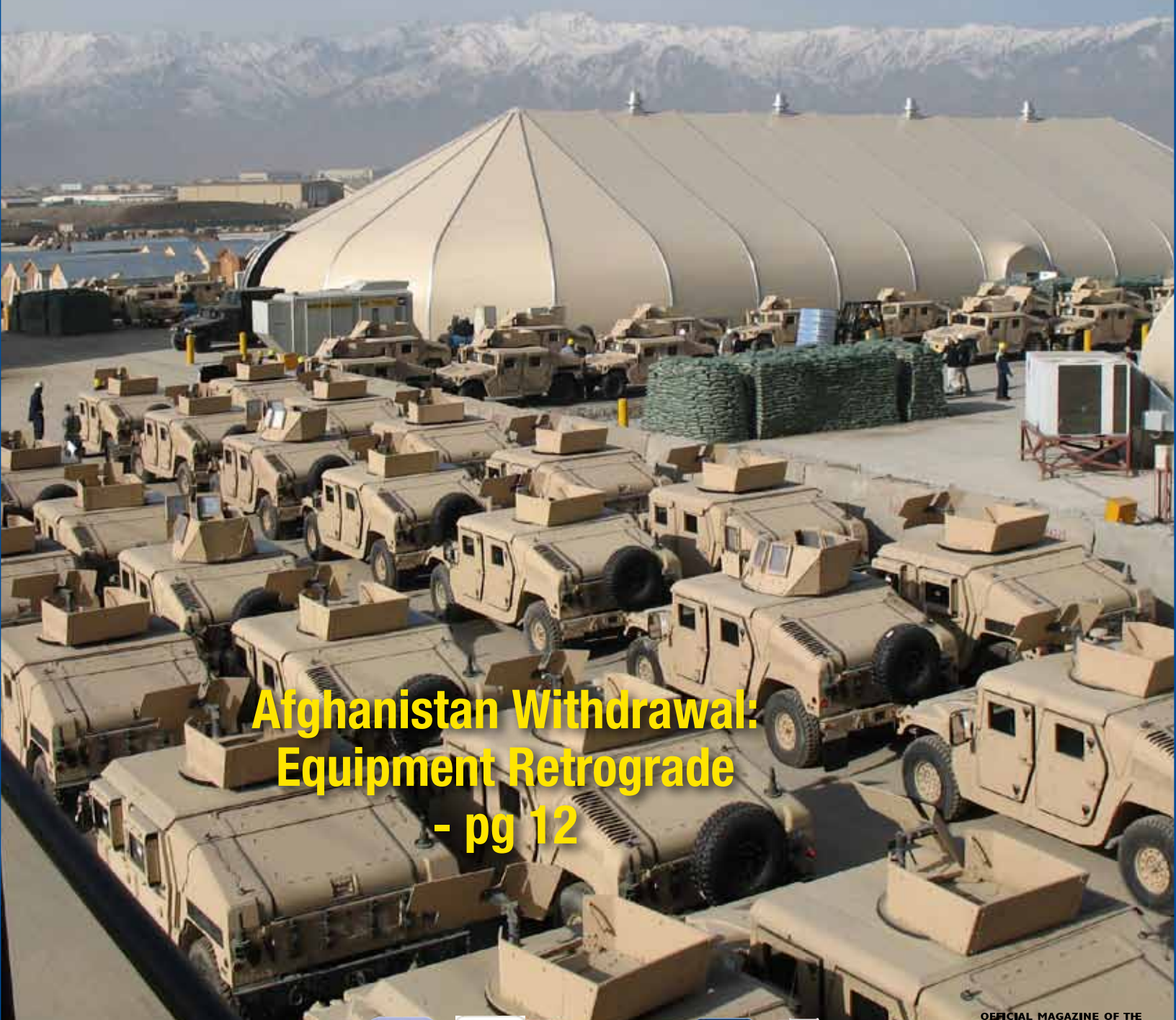


REVERSE LOGISTICS DIGITAL magazine®



**Afghanistan Withdrawal:
Equipment Retrograde
- pg 12**



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

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Message from the Editor

MOBILE MARKETING

Marketing is one of the most important things you can do as a business owner. A marketing strategy and targeted advertising audience are essential tools in the success of any business. In today's busy world, businesses both large and small are finding more and more challenges when it comes to traditional marketing strategies. The traditional strategies such as paying for an ad in a local publication or the yellow pages do not produce the results they used to. These can also be quite expensive when compared to other up to date advertising campaigns.

The reason why this is happening is that we are in a rapid changing communication age. With the number of internet-ready cellphones expanding globally, the effects on marketing are tremendous and are taking the marketing challenges to a new level. This applies to both national and international businesses alike.



There are several technical requirements associated with completing a successful marketing program. These can include setting up a website, understanding social media, creating specific campaigns to promote the brand, and the ability to convert this 'foot' traffic into buyers. This in itself can be a daunting and time-consuming task. The problem is many business owners need to focus on actually running the business and do not have the time or the skillset required to create and manage an effective marketing program.

Mobile text marketing is a new marketing method that already has a tremendous impact on businesses. This type of marketing is unique in that it provides an opportunity to connect with consumers on a personal level. There

is such great potential for a higher response rate in comparison to email. This reason alone should be enough for business owners to realize the importance of incorporating this into the overall marketing strategy.

There are several reasons for the high response rate in mobile text marketing. Consumers are attached to their mobile devices. When a text message is received, they almost never ignore it due to the alert features. There is also less of a chance for these messages to be lost or ignored among others. This tends to happen quite often with emails. The messages tend to be short and to the point. Internet access is not required to receive a text message and most users always have their cell phone readily available.

By sending a text message, you know it will be read and this in turn can increase business. With a cell phone in hand, the promotion is received. The least amount of effort has been exerted yet this can hold the greatest response. The upside to this marketing strategy is that it's not just limited to one type of business.

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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Message from the Publisher

CROSS BORDER TRADE

Everyday countries work out their differences to find ways to increase trade. A few years ago, I was surprised to find that the United States number one trading partners were Mexico, with Canada number two. I should have realized that, your neighbor should and will most likely be your friend and trading partner.

This month we see in edition 53 of RL Magazine several relationships that have formed out of friendships. And that is why I look forward to the seminar that will be held in Laredo, Texas in late October.



Everyone will have a chance to see the activity of one of the major trading ports while getting a chance to see first-hand the largest Remanufacturing facility of Caterpillar and the repair facility of Sony. Both are first class in every way and that by attending our event, you will get to hear how these operations recover millions of dollars of assets that others might throw away. Be prepared to learn some new and exciting ways of controlling your operational cost.



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 his 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.



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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Reverse Logistics Assoc.

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- Joseph Tarantino, Sprint
- Sandra Walls, AVPOL International LLC DBA AIL
- Larry Worden, Celestica

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Focus Committees & Regional Focus continued on to page 17



Afghanistan Withdrawal: Equipment Retrograde

by Spc. Jovi Prevot, Public Affairs Specialist, Mississippi Army National Guard

In the history of the U.S. military there has never been a requirement to retrograde as much equipment in as short a period of time as there was during Operation New Dawn, when American forces withdrew from Iraq.

In order to accomplish the mission, and with all the new systems being used to transport and track equipment, it was necessary to learn new skill sets and combine them in a logical, effective combination as part of Redistribution Property

Assistance Teams, or RPATs, which are teams formed to relieve units of equipment.

The Military Surface Deployment and Distribution Command, or SDDC, is a unique U.S. Army command that delivers world-class, origin-to-destination distribution solutions.

Whenever and wherever Soldiers, Sailors, Airmen, Marines and Coast Guardsmen are deployed, SDDC is involved in planning and

executing the surface delivery of their equipment and supplies. SDDC is the Department of Defense's (DOD) manager for all aspects of surface movement, from planning, booking and shipping, to tracking cargo, conducting port operations anywhere in the world, and managing personal property moves for military personnel, federal employees, and their families. Although headquartered in the Midwest United States, five brigades, dozens of battalions and detachments and thousands of personnel across the globe

support the surface movement of DOD equipment and supplies 24 hours a day, 365 days a year.

Eight representatives of the Army Materiel Command held a briefing to discuss retrograde and reset operations in Zabul province, Feb. 8, at Forward Operating Base Apache, Afghanistan.

“We have retrograded more in the last six months than during the whole time we have been in theater,” said U.S. Army 1st Lt. Douglas Windell, officer-in-charge, Mobile Retrograde Property Accountability Team, 401st Army Field Support Battalion. Retrograde operations. “The term for the removal of equipment, are continuing to grow,” he added.

Army Materiel Command is the governing body for all logistics in the Army. It oversees purchasing, selling, outfitting, decommissioning, shipping and receiving virtually all equipment within the U.S. Army's arsenal. The men and women who work for the AMC are known as logisticians.

The role of the Army logistician has made a complete reversal in the past year, shifting from supplying the war fighter to retrograding all excess equipment within the Afghanistan theater of



operations.

Despite full support and the assets, the United States government is dedicated to

Industry Events



RLA@ Home Delivery World 2013
September 16-17, 2013

Conf & Expo: Singapore 2013
September 24-26, 2013

RLA@ CES 2014
January 7-10, 2014

Workshops: Toronto 2013
September 18, 2013

Workshops: Laredo 2013
October 28, 2013

Workshops: Las Vegas 2014
February 10, 2014

Workshops: Singapore 2013
September 24, 2013

Seminar: Laredo 2013
October 29, 2013

Conf & Expo: Las Vegas 2014
February 10-13, 2014

withdrawing equipment and troops from Afghanistan, there are no shortage of skeptics. Skeptics of the logistics, the timeline and of the withdrawal in general are constantly emerging.

A large reason for skepticism is the sheer amount of equipment to recover.

The eight logisticians attending the meeting, however, all agree that those concerns were not well-rooted.

U.S. Army Maj. Jeff E. Gornowicz, Brigade Logistic Support Team, 1st Armored Brigade Combat Team, Third Infantry Division, defended the deadline of retrograde by saying “it’s going to happen and probably with an accelerated timeline.”

They will meet the deadline, he said, the only question left is how.

There are many avenues of extraction because prospects are narrowing due to many factors; air transportation is most commonly used as of now.

U.S. Army Maj. James E.



Bluman, systems acquisitions officer of the 401st Army Field Support Brigade, assured members of the briefing that currently the math adds up. There is a vast amount of equipment to retrieve and only so much time in which to retrieve it, but the AMC is meeting those goals.

The recent withdrawal from Iraq left the AMC better equipped for current and future retrograding operations. Gornowicz said that even though the situation in Iraq was different than the situation in Afghanistan, lessons learned during retrograde operations in Iraq can and have been implemented in Afghanistan.

RETROGRADE

What is it? Retrograde is the movement of equipment and materiel from a deployed theater to a Reset program (replace, recapitalize, or repair) or another theater of operations in order to replenish units or stock requirements. Equipment is redistributed in accordance with theater priorities to fill mission requirements within the Area of Responsibility (AOR) and Department of Defense (DoD) requirements. Army Materiel Command (AMC) is the Army’s Executive Agent for retrograde.

WHAT HAS THE ARMY DONE?

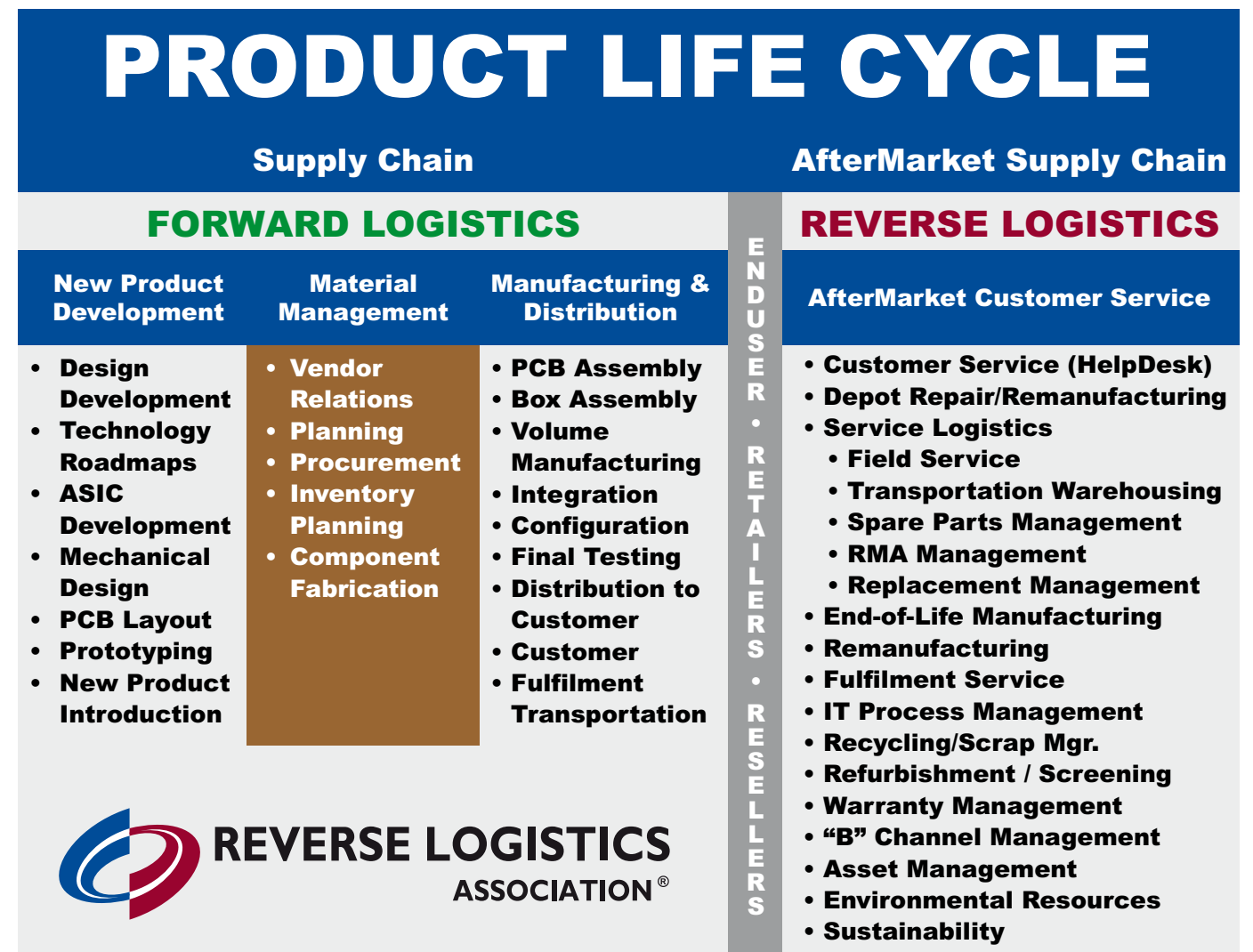
The Army G-4 has published messages tailored to each theater for the retrograde of materiel and equipment including:

Army Central Command (ARCENT), United States Army Europe (USAREUR), and Eighth United States Army (EUSA) AORs. The policy requires commands that have identified equipment or materiel excess within their theater to coordinate with local AMC elements to assist with retrograde and retrograde reporting. End-to-end models of USAREUR and ARCENT AORs have been developed. The Army G-4 has developed a Retrograde Task Force (TF) that provides a forum in which the retrograde stakeholder community identifies, discusses, and develops solutions to issues/

obstacles affecting retrograde operations. There are key representatives from Army G-3, G-4, G-8, USAREUR, EUSA, ARCENT, Logistics Support Activity, United States Central Command, Defense Logistics Agency, United States Transportation Command, Multi-National Force—Iraq, Multi-National Corps-Iraq, and AMC. Additionally, the Army has identified performance standards for secondary item materiel returns.

WHAT CONTINUED EFFORTS DOES ARMY HAVE PLANNED FOR THE FUTURE?

The Retrograde TF is leading the retrograde indicator team for the Army G-4’s 360 Degree Logistics Readiness initiative. The end-state of this prototype tool is to develop end-to-end visibility throughout the reverse pipeline with quantifiable metrics for air and surface movement of materiel. The team completed a lean six sigma project that analyzed the retrograde process for major end items to identify deficiencies in the reverse pipeline with the goal of optimizing movement of equipment to a Reset program or to replenish units or stock requirements.



The Army G-4 established control measures for transportation priority-4 movement for AMC-controlled Reset, and retrograde of clothing and textiles, major end items, and repair parts cargo from Southwest Asia (SWA) to Army depots in the U.S. This initiative decreased the shipment wait time for selected low-density, high-demand items and increased the speed that equipment gets to depots in the U.S. to better support Reset and retrograde. Since January 1, 2008, more than 5,200 short tons of Reset and retrograde major end items and repairs parts have been transported to the U.S., resulting in savings of more

than \$2.3 Million in surface transportation charges, while reducing shipment time by 48 days.

Since 2005, more than 40,192 pieces of retrograded major end items (rolling-stock) have been shipped from SWA, EUSA, and USAREUR in support of Army Force Generation operations. The AMC continues to meet production requirements for essential replenishment of equipment.

WHY IS THIS IMPORTANT TO THE ARMY?

The retrograde process

provides a means to return equipment and materiel to the DoD inventory and for units to Reset the force in accordance with the Dynamic Army Resourcing Priority List. [RLM](#)



Sgt. Jovi Prevot is a Public Affairs Specialist with the Mississippi Army National Guard. He studied Social Science at William Carey University and graduated in 2012.



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Using Specialized Software for Profitable Reverse Logistics

by Larry Laux, Senior Vice President, IFS North America

Over the last 30 years, enterprise software has emerged as a powerful force for profitability assurance in business. But with almost 1 percent of the economy linked to product returns, it is surprising that more software options do not fully address the reverse logistics process.

This may be because many software vendors have a poor understanding of reverse logistics. The needs of the reverse logistics space are subtle and complex. A deep industry knowledge and commitment are required to fully develop software that encompasses the

entirety of this underappreciated discipline.

As I interact with people at events like those held by the Reverse Logistics Association, I have found that a number of companies are looking for a comprehensive solution for the industry, but more often than not are forced into one-off development programs. These are costly and involve a great degree of risk.

So let's take a quick look at a few of the unique types of functionality that reverse logistics software must offer and

how they can affect profitability of a reverse logistics operation. In a software selection process, these are the things that a company ought to look for in commercial-off-the-shelf product – or plan to develop on their own.

TRACKING THROUGH THE SERVICE CHAIN

Customers with far-flung channels of distribution will accept returns at retail locations. They must rely on reverse logistics software to log who brought the unit in and make an initial assessment of the

problem. If they have a multi-layered service operation, they will do an initial check right at the retail site to see if they can make a diagnosis and a simple fix. But if they are not able to resolve the problem, they often send items to a regional service facility – their own or a third party's.

If the problem cannot be solved at the regional service facility, the item might then need to go to the original equipment manufacturer (OEM). Reverse logistics software must track the unit through the service chain and record that those units are out in someone else's hands. This is, after all, valuable property, property that could be owned by the customer or could be owned by the service provider.

WARRANTY MANAGEMENT

The OEM might supply a warranty that is either in force for a longer or shorter period than the one offered by the retailer. Facilitating millions of dollars in warranty reimbursements is one way reverse logistics software can drive profitability. The software can provide data to prove that units were acquired on a particular day, and are therefore still within the OEM warranty.



OUTSIDE SERVICE PROVIDER MANAGEMENT

Complexity increases further when it extends beyond a company's own service organizations to third parties like contractors, subcontractors or distributors that participate in aftermarket support. A company using reverse logistics software may have a dealer network. Software for reverse logistics needs to take into account the nature and quality of that business relationship and administer reverse logistics processes accordingly. When there is a good business relationship with that outside entity, we can set up business rules in the software to advance replacement parts to them when they simply notify us that they are sending the repairable units through a return material authorization.

When the replacement parts are

advanced to the dealer or contractor, the system still needs to keep track of whether they did in fact send units back. So it is important to have business rules that specify that this distributor gets, for instance, up to 10 days to send the defective subassemblies back. When that date is at risk of passing, the system should send a notification to the right individuals to ensure the parts come back

into inventory. Keeping track of this level of reverse logistics interaction between trading parties on a manual basis or even in some computerized systems not specifically designed for the task is impossible. The ability to avoid losing track of products in a reverse logistics value chain obviously makes for a more profitable reverse logistics operation.

STREAMLINED DEPOT REPAIR

Reverse logistics software can also streamline work in the depot repair environment through the use of visualization -- videos or drawings that demonstrate to the repair technician how the work is to be performed (figure 1). The software may provide a short video or tutorial to the engineer on the bench. We can illustrate how a given component is disassembled, how you would



Figure 1: Reverse logistics software can include video tutorials for bench techs, compressing the learning curve for specific repair processes.

do a preventive maintenance cleaning, or make a required adjustment. So we are able to take someone who is perhaps not as skilled on a product and let them, through the use of these visualization tools, get a quick tutorial so that they can actually work on products even as they are getting over their learning curve.

When software accommodates the reverse logistics process to this extent, a company can get much more productivity

out of their engineers then they could before, which again improves profitability.

DECISION SUPPORT

Advanced reverse logistics software should also account for the economic cost of repair, which allows better decision-making about repair processes. Software used for reverse logistics ought to allow a company to establish a cost, oftentimes in order to generate a quote to the customer. But once enough data has built up in the system, we can establish economic costs based on historical work. Once the repair activity on a unit has reached this point of economic costs, we can reevaluate if the part is economically worth repairing. At some point, it might be better

and more cost effective, just to send a new unit to the customer. But to make that decision, we need the software to track what we have used in parts and in labor. If the cost gets to a certain tipping point, the system can throw up a red flag asking that we stop and not work on the repair without swapping the defective unit or getting approval from the customer for additional repair work.

CONCLUSION

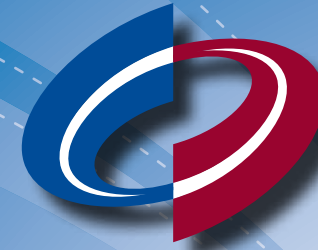
Automation of key business processes is imperative in a very competitive economy. And if reverse logistics is mission critical for your operation, or just a discipline that represents an opportunity for greater margin, specialized software can help you unlock that unrealized potential.

RLM



Larry Laux is Senior Vice President at IFS North America, where he is responsible for growing the company's footprint in the field service management software industry. He came to IFS as the CEO of Metrix, the leading field service management software vendor IFS acquired in 2012. He holds an MBA from the University of Wisconsin-Milwaukee and a B.A. in Physics and Mathematics from Ripon College.

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.



Reverse Logistics vs. Green Logistics: Is there a difference?

by Jennifer Bilodeau, Independent Author

Understanding the similarities and differences between reverse logistics and green logistics helps identify optimal solutions to achieve a balanced approach developing strategies to maximizing benefits throughout an organization.

Historically, academia began noticing reverse product and material flows as they surfaced in the 1970's (Peterson, 2005, p. 8). It was realized that the reverse flow of product was much more complex than forward flows. "Because of the environmental focus of this era, the topic of reverse channel management was often labeled green logistics or environmental logistics" (Peterson, 2005, p.8).

Today, green logistics is defined as "supply chain management practices and strategies that reduce the environmental and energy footprint of freight distribution" (Rodrigue, et al, u.d., para 2). Reverse Logistics is defined as "the process of planning, implementing, and controlling the efficient, cost effective flow of raw materials, in-process inventory, finished goods, and related information from the point of consumption to the point of origin for the purpose of recapturing value or proper disposal" (Rogers and Tibben-Lembke, 1998, p.2). Reverse logistics is green by design as it manages returns to resell, refurbish, recondition, remanufacture, cannibalize for

parts, or recycle products to minimize landfill waste.

In the aftermath of UPS launching a new ad campaign with the tag line "carbon footprint reduced, bottom line gets a boost, that's logistics"(Meyer, 2011, para 1) there has been confusion by some that reverse logistics and green logistics is one discipline and interchangeable in an organization (Meyer, 2011, para 5-6).

"The process of collecting used products and materials from customers to be reused, recycled, or up-cycled into other products. This process treats these materials as valuable industrial nutrients

instead of disposed of as trash. This is the complement to the traditional supply chain, [logistics] and distribution system used to produce and deliver products to customers" (Meyer, 2011, para. 6).

The reverse flow of product in the supply chain is a complex operation that evolves and changes throughout the product life cycle. These changes will impact the decision making on how a return should be handled and how much expense should be invested. To further complicate the reverse flow, there are a multitude of categories surrounding returns that make it difficult to determine how to achieve maximum value recovery requiring flexibility to maximize returns while reducing environmental impacts. "Reverse logistics is a fairly reactive approach responding to internal and external customers" (Steele and Rodriguez, 2008, para.2).

Manufacturing is often plagued

with shorter product life cycles that are marketed through retail stores and web with growing market segment of consumers purchasing products from mobile devices creating a need to manage returns quickly and efficiently not only to capture value and benefit the environment, but to meet customer expectations by providing efficient, socially responsible post-sale service to maintain customer loyalty. "Consumers are increasingly demanding scorecards for climate change impacts, energy consumption and emissions, the pressure is on to responsibly manage returned assets" (Ryder Exchange, 2013, para. 4). Post sales service has been recognized by many companies as the differentiator to win customer loyalty and gain repeat business.

DIFFERENCES AND SIMILARITIES IN REVERSE LOGISTICS AND GREEN LOGISTICS

The most significant difference is that reverse logistics concentrates on saving money and increasing value by reusing or reselling materials to recover lost profits and reduce operational costs. Green logistics concentrates on transportation issues, recycling and re-use. "Green logistics is about using material friendly options for transportation and centered on saving money but places priority on the company's image" (Nylund, 2012, p. 49). DeBrito (2003) clarifies that green logistics focuses on the forward flow of the supply chain while reverse logistics is viewed as sustainable development. "The prominent environmental issues in [green] logistics are consumption of non-renewable natural resources, and both hazardous and non-hazardous waste disposal" (DeBrito, 2003, p. 22). Green logistics is often known as ecological logistics defined as "understanding and minimizing the ecological impacts of logistics" (Rogers and Tibben-Lembke, 1998, p.102-3). These activities are

RL Careers

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- Retail Stores Global Customer Returns Program Manager



PlanITROI

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Reverse Logistics Association

- Account Manager for South America
- Sales Executive, Advertising
- Seminars/Webinar Director

designed to measure environmental impacts on transport reducing energy consumption, and reducing the use of materials.

Recycling, remanufacturing and reusable packaging is the area where reverse logistics and green logistics intersect (Peterson, 2005, p. 9). While reverse logistics will examine how waste is disposed reducing landfill waste, the focus in reverse logistics is the cost and availability of landfill space, rather than conducting specific studies on the organizations environmental impacts. The drivers for reducing waste in reverse logistics are associated with increased regulation, increased landfill costs, or economic benefits of using fewer raw materials (Rogers and Tibben-Lembke, 1998, p101 – 112). Figure



Figure 1: Comparison of Reverse Logistics and Green Logistics; Souce (Rogers and Tibben Lembke, 2001)

1 is a clear illustration of functions and how they relate to reverse and green logistics strategies.

Figure 2 identifies the areas of reverse logistics and green logistics that positively impact the total carbon footprint. The white blocks identify the mindset of functions

from a reverse logistics point of view while the green blocks reflect a green logistics perspective. Although the some of these functions seem identical, positively with an outcome impacting the environment, the mindset can be very different. This difference in how a decision is made to facilitate reduction of the total carbon footprint is a factor in balancing organizational reverse or green logistics solutions. Recognize that green logistics is a narrow concentration where certain criteria that is not necessarily reverse logistics. Redesigning packaging to use less material falls under green logistics rather than reverse logistics unless that packaging is designed to be re-usable. (Rogers and Tibben-Lembke, 1998, p. 103). This packaging example could be

considered green reverse logistics.

Although reverse logistics concerns itself with product design, the focus is not necessarily on the reduction of material waste, but a design for service. There should be consideration to achieve a balance. Every activity in both the forward and reverse product cycle impact reverse logistics strategies and costs in some way. “Every reverse logistics professional has been frustrated when told to reduce costs but also to expedite handling, repair, and shipping” (Steele and Rodriguez, 2008, para 14).

A reverse logistics process can take many different forms and has many different possible opportunities to manage the product and re-introduce it to the supply chain. In reverse logistics consideration is given to the collection and transport of returns. One the return is received, there are many areas where the product may move such as testing, refurbishment re-use of parts, od recycling back to raw material. A greening process is simplistic in that it begins at the source with supplier conditions and can work its way through manufacturing, packaging, and distribution channels (Nylund, 2012, p.51-52).

MAXIMIZING REVERSE AND GREEN LOGISTICS STRATEGIES

The Aberdeen Group conducted a study (2010) evidencing that reverse logistics focused on improved the bottom line. In this study the turnaround time for return parts and repair operations when from an average of 17 days to just over 4 days slashing repair costs by 10% while increasing average customer satisfaction from 81% to 93% (Dutton, 2010, para 1-3). The commonality between companies who achieved the most significant improvement were those who developed standardized returns and repair processes, had the ability to recover costs from suppliers, maintained real time data reporting, had transparency throughout the supply chain (Dutton, 2010, para 3 – 16).

Recycling and reuse is the most significant area where reverse and green logistics coincide and happens to be the most challenging for many companies. Some companies may choose to hold onto old product lines with the hope there will be a customer seeking obsolete parts and products while others have policies that products not sold within a specific time frame should be sent to a secondary market, or slated for disposal (Steele and Rodriguez, 2008, para. 12-14). A case study with Estee Lauder reveals a balanced approach to green and reverse logistics by implementing and blending strategies in both reverse



and forward flows of product. The company was plagued with returned and excess product that was finding its way to landfills. Although the company wanted to reduce landfill waste, they also wanted to reduce the expenses associated with landfill space and sought ways to capitalize with their customer base through green initiatives. The company invested \$1.3 million to inventory management technologies that collected and gathered information. The company was able to save \$500,000 in labor costs associated based on manufacturing strategies designed to limit excess product as well as maintaining open communication channels with customers for valuable feedback. The information obtained in managing returns, was used to identify an opportunity to develop a new product line \$250 million from returned cosmetics (O’Connell, 2007, p. 30-34).

For a company to be successful in green initiatives it should both positively impact the environmental

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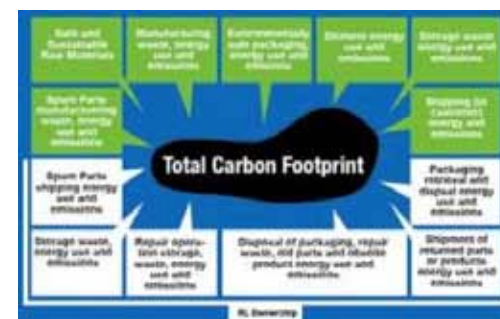


Figure 2: Source: (Steele and Rodriguez, 2008)

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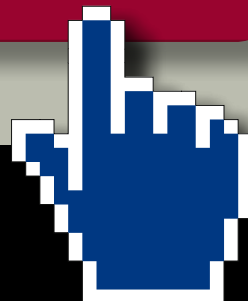
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footprint and achieve cost savings. Phillips produces a wide range of electronic consumer goods. Many of their product lines such as electric toothbrushes, shavers, and baby bottles must be disposed of with strict environmental guidelines for managing those returns. Phillips partnered with Ryder hat helped achieve an 80% ratio of refurbishment and re-use of returns (Partridge, 2011, para. 41). Ryder assesses the product return to determine if the product is resalable or malfunctioning and decide on whether it is cost efficient to repair them for resale or dispose of them. If the product can not be resold, they disassemble and sort parts reusing what they can, and working with recyclers for responsible disposal in an environmentally friendly way. Ryder's focus is to provide the greatest value to Phillips from returned assets while maintaining green logistics initiatives. Some of the variables used in balancing reverse logistics and green logistics strategies has been making decisions on returns based on the value of the product. "A product that sells for less than \$100 at retail, is not worth refurbishing"(Partridge, 2011, para 44). The visibility by implementing inventory controls throughout the forward and reverse product life cycles has contributed to Phillips ability to make better decisions on how to maximize returns and reduce environmental impacts. Transportation was considered with a goal of reducing the number of



trips to manage both forward and reverse logistics costs and reduce their card footprint. By partnering with Ryder, there was one facility to manage returns of all product lines eliminating multiple shipments. Packaging on all product lines is manufactured from recycled cardboard and paper (Partridge, 2011, para. 38-50).

BALANCING REVERSE LOGISTICS AND GREEN LOGISTICS

With an increasing consumer awareness of greenhouse gasses contributing to climate change, global consumers are demanding socially responsible and sustainable business models that will slow the effects of climate change. Consumers also want superior service and post-sale support. These two areas are often conflicting as the demand of one area may impact the demand of another. Nylund's case study (2012) comparing the marine manufacturer, Wartsila, and the

furniture manufacturer, IKEA, in their green and reverse logistics initiatives. The most significant factor driving Wartsila was time. The company provides the customer an option of deliveries based on turnaround time that drives their distribution. When time is available, the company will consolidate shipments and select green transport when possible. When consumers need replacement parts quickly; couriers are used to deliver merchandise

from a central location as soon as possible. Although Wartsila makes an effort to use green initiatives, the component in decision making is always turn around time delivering the product as quickly and cheaply as possible. IKEA, has the luxury of time, therefore, they are selective utilizing haulers that are committed to green transport, will often delay shipments to have full load capacity, and have designed more compact shipping pallets and containers to increase load efficiency (Nylund, 2012, pg 59-66).

Warsila reported in this study that they kept returns for parts up to thirty years with no consideration on warehousing costs. The primary focus on customer service relies entirely on the customer writing a note on their form identifying the reason for return. There is no reverse logistics process to recapture value. If the customer reports the wrong part was sent, the product immediately returns to the



shelf without assessing the product. Warsila identified themselves as struggling with reverse logistics management (Nylund, 2012, p66). Ikea has a returns management program to assess damage and decide whether to place the product back on the shelf for resale, in the corner for marked-down clearance, or scrap. IKEA's model is designed to move products quickly having them out of the warehouse in under 6 weeks (Nylund, 2012 p.66-70).

Both Warsila and IKEA are committed to improving their green logistics, but both have different constraints, organizational goals, and customer expectations that drive the way they balance green logistics strategies. Warsila did not have a formal reverse logistics program, but indicated they were struggling to improve this area of business. IKEA has a formal reverse logistics program that examines organizational and environmental impacts choosing where it is both optimal and cost efficient to concentrate green initiatives (Nylund, 2012, p70-75).

An organization should have a clear understanding of their product

lines from end to end throughout the forward and reverse product cycles. Understanding the differences between reverse logistics management and green logistics management will help an organization visualize how a decision in one area will impact the entire organization,

as well as consumers. Organizations developing sustainable business models can develop a scorecard that will quantify variables that impact the environment and achieve cost savings. To avoid bad financial decisions, the impact on operations in both reverse and green logistics strategies must be considered from all aspects of the operation. "Turning green to gold will happen only in organizations who have the management sophistication and experience to develop the new vision, and who can find a way to gather the facts and details needed to launch effective initiatives" (Steele and Rodriguez, 2008, para 21)

RLM



Jennifer Bilodeau, a Reverse Logistics specialist, formerly supported the Department of the Defense in day to day management of both inbound (return) and outbound distribution of goods throughout the command. She was recognized for exemplary performance

throughout the base relocation effort working with internal/external stakeholders managing multiple projects assessing tangible goods for movement to new facilities, acquiring replacement items, as well as recapturing value from left behind products. In this role she oversaw reverse logistics operations including repair and warranties, secondary markets, deconstruction and re-utilization of parts, as well as final disposition instructions.

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Understanding Customer's Return Behaviour to Create Value

by Ellie Turner, Business Development Manager, Clear Returns

Clear Returns, returns intelligence specialists, share their research into consumer shopping and returns behaviour conducted with UK fashion retailers, highlighting the key concerns for retailers.

It is well reported in the industry that on average 1 in 3 clothing items bought online is returned, as The Guardian (1) for instance, reported in January of this year. For online and multi-channel fashion retailers this can be a huge blow to their revenue and profit margins,

globally returns were estimated to cost the sector \$200 billion in 2012 (2).

In a time where e-commerce has taken off and fashion retailers are under increasing pressure to compete, retailers must now look to optimize their profits and back-end processes to improve their bottom line, rather than focusing purely on sales. As the online channel continues to grow, domestically as well as internationally, so too will the problem of handling reverse logistics.

Clear Returns are an award-winning provider of analytics software to the retail industry that helps reduce return rates and associated costs - here we share some of our insightful research into consumer psychology around online shopping and returns. Over the last year the team has been analysing sales and returns data from several UK fashion retailers and has uncovered some interesting findings about how shopping behaviours have shifted in a multi-channel retail

environment.

For example, certain customers have clear preferences to 'over-buy'; in other words they love to bring the shop to them. These customers will buy several clothing options online to try on at home, fully intending to return a large chunk of their purchases. They may think they are a retailers golden customer and retailers may see them as being their most loyal customers just by looking at how much money they spend, how many items they buy and how often they buy. Yet if a retailer doesn't measure their return rate alongside their order history then they can be getting the wrong picture.

These 'over-buyers' can easily be mistaken for loyal customers but our research indicates



that a small percentage of customers stand out for their exceptional value. These customers regularly return to their preferred brands to make several high-value purchases, and account for a high percentage of total sales. Each individual can bring in thousands to tens of thousands of pounds in revenue, contributing a large amount to retailers profits. Therefore it is crucial for retailers to separate these groups from each other,

as they should be treated very differently.

Our research also shows that the largest proportions of returns are often caused by first time, dissatisfied customers. Generally these customers make a small purchase of one or two items with a fairly low basket value meaning they may not appear to be a lucrative prospect, but once they receive an unsatisfactory product or experience they won't buy

Money Talks

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from you again. This means the true cost isn't just a refund - it's the potential repeat purchases of these customers who could bring in millions of pounds of additional revenue.

There are also customers who have a habit of 'wear and return' behaviour - those who regularly buy outfits they can't afford, wear, and return them in depreciated condition. Although generally they make up a very small percentage of customers they can account for as much as 10-15% of returns. However we have also discovered that certain retailers can have much more trouble with this group, costing them much more annually. Similar to customers who like to 'over-buy' their spend may appear attractive but after refunds and other costs to serve are removed - the retailer may actually lose revenue. Our research highlights that these individuals can cost thousands of pounds every year, even in tiny numbers they can drain millions of pounds from profit margins.

How can retailers then create value from this behaviour? Clearly there is a need for retailers to understand what impact customer's returns behaviour, as well as their shopping behaviour, has on both their revenues and profits. Currently this is not



being measured with great effectiveness, except by those exceptionally large companies who can afford to build internal teams and systems to deal with this.

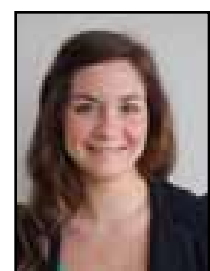
By analysing returns behaviour, retailers will understand their customers much more and they will be able to spot these groups within their own customer base. This will allow them to target customers more appropriately and cost-effectively, as well as spotting crucial opportunities to encourage greater loyalty and repeat purchasing which will in turn benefit their revenue and profit margin.

Sources

(1) The Guardian: Gift returns take shine off Christmas retail

figures <http://www.guardian.co.uk/business/2013/jan/03/gift-returns-christmas-retail-figures>

(2) Estimate from our own research of the market and from speaking with retailers. RLM



Ellie Turner is a 1st class Honours Fashion Business graduate from Glasgow and

has worked with Clear Returns since the company was founded in 2012 using her fashion knowledge to build their market research, PR strategy and sales pipeline. Further information can be found on the Clear Returns website. <http://www.clearreturns.com/about-us/>

Read the Press



E-Waste Systems Inc. Expands into Mexico

9 July 2013-Electronics recycling and reverse logistics firm E-Waste Systems Inc. (EWSI) Los Altos, Calif., has entered the Mexican market through a joint venture and management agreement with Scoex S.A. de CV, based in Mexico City. The deal includes rights to eWasteTrack and eWaste's cloud-based technology.

[Full Article](#)

8 Canadian Companies That Should Have Online Shopping

6 July 2013-It seems like many major retailers have acknowledged that e-tail is here to stay, but some companies have not been so quick to accept and adopt this new tactic. We've compiled a list of eight major companies in Canada who still have not adopted an e-commerce site and explained why we feel they would benefit from offering the service.

[Full Article](#)

Blanco Mobile Data Erasure Solution to Support KDDI Trade-In Program in Japan

Joensuu, Finland--2 July 2013--Blanco, the global leader in data erasure and computer reuse solutions, has announced

that its flagship product for erasing data from smartphones and tablets has been selected by KDDI Corporation and Okinawa Cellular Telephone Company (OCT) for use in their trade-in program.

[Full Article](#)

Nokia renews marketing strategy, retains JWT Worldwide as creative agency

Espoo-Finland--3 July 2013--To strengthen its position in the mobile market, Nokia today announced a renewal of its global marketing strategy, and the appointment of JWT, one of the most renowned creative agencies in the world.

[Full Article](#)

Citrix and Arrow to drive Europe-wide channel growth

Gerrards Cross, UK--2 July 2013--Citrix today announced the appointment of Arrow Electronics Inc. as its first pan-European distributor to further expand the European channel for the SaaS solution portfolio. As part of the distributor agreement, Citrix SaaS products will be available on the ArrowSphere cloud services platform allowing Arrow resellers to market and sell Citrix SaaS products through their existing webstore or the ArrowSphere white-label webstore functionality.

[Full Article](#)

CEA Encourages Coloradans to Utilize eCycling Locations

Arlington, VA--2 July

2013--Starting this week, a new Colorado mandate prohibits residents from disposing of electronic devices, commonly known as e-waste, in Colorado landfills. In response, the Consumer Electronics Association (CEA)® informed consumers of the nearly 50 industry-certified locations throughout Colorado that accept electronics for eCycling.

[Full Article](#)

Technology improving warehouse management

2 July 2013-When businesses know exactly where merchandise is located, they can align resources to improve supply chain efficiency and cut costs. This is one of the reasons companies continue to invest in technology designed to streamline the flow of information related to freight management..

[Full Article](#)

Study identifies top trends in supply chain management

3 July 2013-Properly managing supply chains gives businesses a number of advantages over their competition. Increased efficiency reduces costs while ensuring that inventories are correctly balanced. Similarly, fast order fulfillment and high product quality boosts customer satisfaction and can drive revenue growth.

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Technical Trends

The Repair Opportunity Half-Life

I read an interesting build log recently from an engineering student. The student, Andrzej Surowiec is studying electrical engineering at Warsaw University in Poland. He outlined how he was able to adapt a Retina Display to work on a PC. The interesting thing about the article was how inexpensive the process was. For less than \$100 in materials he was able to get a 2048 X 1536 pixel retina display connected to a PC using a Display Port interface. That \$100 cost included the retina display itself, the power supply, connectors, cables and

backlight electronics.

The display Andrzej used was from the third generation iPad. That product was released in late Q1 of 2012. Consider that in a little more than a year the cost for this key part has dropped to the point that a retina-type display can be purchased from eBay for less than \$60 retail! I share this story because I believe the financial managers in Reverse Logistics should work to normalize our ability to recognize the small and shrinking window of time when a product is worth repair. That window of time, I

term the “repair half-life”. This is the point when after repair the total repair cost including margin and the product value is less than one-half of the new wholesale product cost.

Key to understanding the repair half-life is in measuring the delivered-value after repair. The worth of any repair process is the value that is added to the underlying asset to become salable. The repair service cost must be low enough to allow the product to be sold at retail with acceptable margins and good Customer demand. There will be some variation as to where this cost inflection point is. It will vary according to the structure of the business. A small owner proprietor shop will have much less of a delivered-value hurdle than a large Contract Manufacturer with US or European labor. In general however when you consider all the costs from the repair process:





- Freight
- Materials
- Capex
- Labor
- Spoilage
- Margin
- Residual product value
- All ramp costs

At the end of that repair process there should be the opportunity for the retailer to double their money with a retail product sale. If the retailer cannot, then you should seriously question if the repair offering is a truly viable business for the product in question.

Most of that logic is pretty clear and you already know this at least experientially. The

real danger zone is how fast the market moves. The market trend is such that you need to consider the repair half-life not just for a single point in time when the repair process is stable, but across the entire ramp period.

The iPad 3 was on the market for just over six months before its replacement was announced. Just a few short years ago, products were routinely in production for over a year. Not today. If you started to perform warranty repair at product launch, you may spend two of six months getting the process stable and profitable. This is followed by three months of production with good margins. Then a higher cost long-tail production wind down. After

that you just hope there are no write-offs from excess materials. To avoid this trap we must consider the complete area under the cost curve for the entire product life. The number one reason I have seen RL service providers struggle with profit is because they did not consider the hidden costs latent in the beginning and ending of a product life cycle. On top of this risk the production cycles are becoming so short that there are many products that can never have any hope of economical repair in the country of sale. For these products they need to go straight to salvage or export and avoid any attempt at repair outside of gathering information for engineering. So for your next RL opportunity, when performing the pricing analysis keep the repair half-life in mind and avoid radiation sickness of becoming a non-profit enterprise. RLM



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Returning Thoughts

Case Study: Jarden Shares the Benefits of Re-manufacturing

Are you keeping tabs on what happens to your products in the secondary markets? Soon after starting her new role, Kathy Murphy observed a very active secondary market full of her product lines. Dollar stores, value retailers, auctions and websites with open box, almost new Jarden products for sale at discounted prices. Jarden often has Return Allowance programs with retailers to avoid the costs of Reverse Logistics processing. As a result, the retailers keep the returned products and typically destroy or sell off the goods, usually in bulk quantities, to secondary market resellers or retailers to recapture some value. Was this active secondary market a problem or an opportunity? Were these secondary sellers presenting and supporting Jarden quality and brand standards? Murphy decided it was time to understand the secondary market better with a pilot program to take back and remanufacture the retail returns. “If we do NOT do it, someone else will or already is!” says Murphy, “we wanted secondary market products we can be proud of.”

Kathy Murphy is the Senior Sales Operations Manager at Jarden Consumer Solutions (JCS). Its parent company, Jarden is a Fortune 500 company with a portfolio of over 100 consumer brands. Major JCS brands, include Oster, Sunbeam, Health o Meter, FoodSaver, and Mr. Coffee and K2. Murphy is responsible for collaborating with the supply chain, marketing, and finance teams to identify and liquidate excess and obsolete inventory for all JCS products. Over the last 20 months JCS has been implementing a remanufacturing program with some of their small kitchen appliance products with the help of a 3rd party reverse logistics and remanufacturing services partner. This new strategy has been implemented to investigate the benefits versus their existing Return Allowance program.

Kathy kindly shared her experiences with the Reverse Logistics Association members and guests in an open webinar hosted by the RLA Consumer Electronics Committee.

CONCERNS WITH RETAIL RETURNS ALLOWANCE PROGRAMS

A Returns Allowance program was initially established with major retailers to avoid the need to handle product returns and incur transportation and additional handling or processing costs related to the returns and reverse logistics. However, Kathy Murphy observed that within this blanket program, there may be some opportunities worth investigating. She observed:

- Brand Disruption With the Return Allowance program, the Retailers owned the returned products. In order for them to recapture some value from the returned products, some JCS returns were being sold into the secondary market. In some cases there were concerns that these secondary market products may impact the JCS brand image and that the high visibility via

the Internet may be disrupting both U.S and Latin American markets.

- Brand Protection Brand protection was a concern, because others were selling JCS product as refurbished with huge variations in quality and pricing. The secondary products had no standards for packaging (some in brown boxes, some in damaged color boxes) and no standards for the sanitation of returned units that may have been exposed to food or that may be used for food in the future (such as a Crock Pot slow cooker).
- Double Warranty Costs some secondary market products were getting returned to JCS with warranty issues, but in reality JCS already paid warranty on these units in their Return Allowance program with the Retailer. As a result, JCS is covering the warranty on products in the secondary marketplace and in reality is paying a duplicate warranty claim on the same item.
- Profit Opportunity since there seemed to be good demand in the secondary market for product, why not capture that profit opportunity for JCS.

BENEFITS OF REMANUFACTURING

As a result of the remanufacturing program, Murphy outlined a list of some of the benefits she has identified so far:

- Gained better control of brand



- image and unauthorized pricing
- Increase in revenue and margin via sales of remanufactured units and recycling
- Return Allowance Program can result in product entering the secondary market with no control
- Utilize remanufactured product for warranty replacements
- Data collection is yielding better information for warranty and engineering analysis
- JCS quality/engineering teams have utilized the data collection to implement improvements to product.
- Improvements were implemented to packaging (both 1st quality and remanufactured)
- Increase opportunities to reduce duplicate warranty claims
- Opportunity to harvest components for alternative uses (blender jars, switches, decanters)
- Influence final destination of our product (i.e. landfills, International, assist internet sales)
- Enhance sustainability opportunities within the organization to help reduce our

carbon footprint

As a result of the successes of the current program Kathy Murphy has grown the program to over 55 items and with full support and encouragement from senior management. She will now be expanding the program to other retailers, other product lines and exploring

other product categories. While remanufacturing is not suitable for all products, there is certainly a profit and brand protection opportunity at a lower price point than we expected, with the inclusion of some small kitchen appliances with a retail price point of 19.99.

Maybe it is time to review your Return Allowances and Reverse Logistics programs. There may be significant profit and brand protection opportunities available for your organization as well! [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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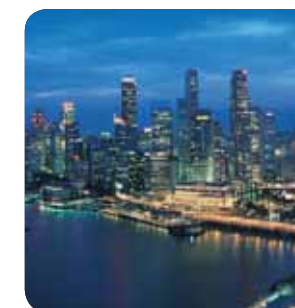
THERE IS GREAT CONTENT AVAILABLE IN RLA WORKSHOPS THIS YEAR.

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



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