



REVERSE LOGISTICS DIGITAL magazine®

Serving Consumer High Tech, Security Systems, Health Sciences, Grocery & Automobile Industries

**Retailers' Supply Chains
Can Thrive with a Product
Lifecycle Logistics
Approach
- pg 12**



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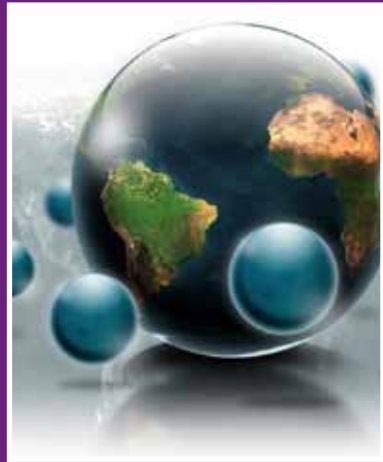


If you are a Reverse Logistics professional – don't miss this event!

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

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Message from the Editor

CROSS TRAINING BENEFITS

Cross training individuals can be very beneficial to both the employee and employer. It is important to be able to adapt to the job requirements as well as to the needs of an employer. Taking on this task may feel overwhelming but can build employee morale and improve efficiency.

One benefit of cross training is to be able to have coverage when an employee has an illness or an extended leave of absence. This allows the employer to not have the burden hiring a temporary replacement and the worry of job completeness. This is also a competitive advantage to the employee having the knowledge of several job duties. Management will typically see these types of employees as self-starters and multi-taskers that take initiative. This can also be beneficial when a position becomes available. A new hire is not always the perfect option, being that an employee is already trained in house and familiar with the job responsibilities.



Another benefit is that an employee is able to learn new tasks while not remaining in the same department. This can help see the big picture of a company's overall goals and allows employees to work more as a team. Long-term career development can ultimately be the key to success with cross training amongst multiple facets of a 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 Walmart, 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.

IT'S A LAB. A SOCIAL HUB. A MARKETPLACE.

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Message from the Publisher

SIGNIFICANT GROWTH

I'm always being asked, how is RLA doing? Well, sometimes I feel that we take two steps forward and one step back. Of course that makes sense; the step backwards is the REVERSE LOGISTICS PART. All kidding aside, I've been looking at all the data that we collect from our members, conferences and seminars and what I see is steady, yet significant growth over the years.

REVERSE LOGISTICS ASSOCIATION		REVERSE LOGISTICS TERMINOLOGY	
INDUSTRY	TERMINOLOGY	REVERSE LOGISTICS	Life Cycle Management
Apparel	Merchandise Returns		Customer Solutions
Automotive	ReMan/ Remanufacturing		•Customer Service (helpdesk) •Depot Repair/ReMan •Service Logistics (Field Service) -Transportation/Warehousing -Spare Parts Management -RMA Management -Replacement Management
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Heavy Equipment	ReMan/ Remanufacturing		•Scrap/Waste Management •Gray/B Channel Management •Warranty Management •Asset Management •Sustainability •Environmental Resources
Hospitality	Reader Board Shopping		
Retail Grocery	Unsaleables		
White Goods	Takebacks		

Here are just a few examples of the areas that I'm very proud of:

- 35 to 40 percent new speakers each year at our conferences.
- Look at the number of retailers that speak an increase every year.
- The same goes for OEMs
- Don't forget about the academics they're included with their studies that they have researched on reverse logistics

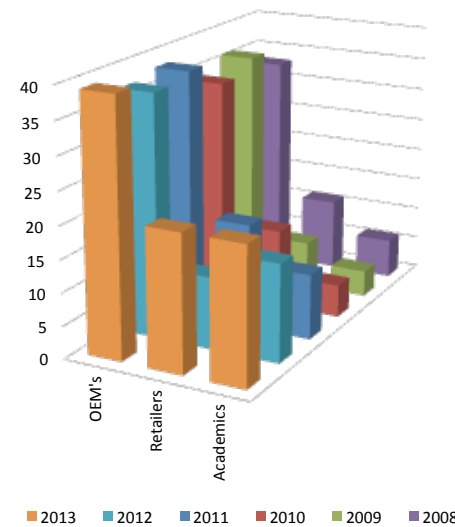
REVERSE LOGISTICS ASSOCIATION "Reverse Logistics is the process of managing assets, in every department in all industries and across all disciplines"....

We're now serving the Grocery industry which calls RL "unsaleables", along with Security, Health Sciences, and the Automobile industry which knows RL as ReMan or remanufacturing.

Please take a look at the charts below. You can sense the growth that we're seeing. We hope that you'll join RLA this coming year for all the RL events, webinars, and committees that we have.

Best Regards,
Gailen Vick, Founder & Publisher
www.RLA.org

Speaker Growth - Las Vegas 2008 to 2013



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:



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.



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.



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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- Joseph Tarantino, Sprint
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- Larry Worden, Celestica

Join today at www.RLA.org





Look Up, Down, and Across

Retailers' Supply Chains Can Thrive with a Product Lifecycle Logistics Approach

Courtesy of GENCO, Supply Chain & Reverse Logistics Leader

Increasingly, vendors don't want store returns back and are crafting agreements that put the burden on retailers. This trend is changing the way retailers manage the reverse logistics of their supply chains.

Many of the persistent issues facing retailers today—juggling multiple channels, managing seasonal demand, running lean without running out—drive the search for solutions that will improve efficiency and reduce operational costs. An increased focus on sustainability has shifted disposition strategies to

get the maximum use of, and extract maximum value from, every product.

To achieve this goal, smart retailers are looking up and down their supply chains to root out waste and find new approaches to manage their logistics more effectively and in a more environmentally friendly way.

Examining each step in the supply chain without looking across functional groups—without breaking through

operational “silos”—costs retailers precious opportunities to identify supply chain savings.

Product Lifecycle Logistics is a game-changing approach that treats the movement of product as one continuous inventory stream designed to reduce supply chain costs an average of 10% to 20%.

PRODUCT LIFECYCLE LOGISTICS AND THE RETAIL SUPPLY CHAIN

In the retail supply chain, managing product lifecycle

costs comes down to one word: inventory. Too little, and you lose sales; too much, and you create a chain reaction of added costs that cripple profitability.

But, for retailers, where does the product lifecycle start?

It starts upstream at the vendor's production line. Like intersecting gears, the demand and supply engines must behave as separate but synchronized parts of a larger whole. This synchronization is elusive in the retail supply chain, as poor data sharing among retailers, vendors, and logistics partners can cause gears to grind and wear out.

Retailers have built organizations to manage this complexity, but these elaborate corporate structures

can actually contribute to the problem. Too often, the various steps in the supply chain—forecasting, purchasing and vendor management, merchandising and promotion, warehousing and inventory control, transportation, returns processing, and liquidation—are managed in isolation, without communication among functional groups. Efforts to streamline individual logistics functions can reduce costs in a particular area, but bigger opportunities to gain efficiencies across the entire supply chain are left untapped.

A retailer's move into online sales to expand its market becomes costly because the online launch, run by a newly formed, autonomous department, ends up creating dual logistics infrastructures,

leading to cost overruns in warehousing and transportation.

Even worse, a strategic move to cut costs in one functional silo can actually increase overall costs by creating inefficiencies elsewhere.

A national department store's purchasing department negotiates a great price on women's apparel for a spring promotion. But the vendor can't provide specific delivery information, so receiving and distribution all take longer to process than planned.

The resulting increases in distribution center staffing and expedited freight add costs that make the promotion unprofitable.

Industry Events



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

Conf & Expo: Singapore 2013
September 24-25, 2013

RLA@ CES 2014
January 7-10, 2014

RL Workshops: Toronto 2013
September 18, 2013

RL Workshops: Mexico City 2013
October 16, 2013

RL Workshops: Las Vegas 2014
February 10, 2014

RL Workshops: Singapore 2013
September 24, 2013

Seminar: Mexico City 2013
October 17, 2013

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

Product Lifecycle Logistics is a more intelligent, comprehensive approach for planning, conducting, and evaluating supply chain operations. By managing all logistics needs seamlessly, in which strategy is



Image Courtesy: GENCO

developed with an understanding of the interrelationships among individual functions, retailers achieve maximum efficiencies and sustain them over time.

SEAMLESS LOGISTICS

Clearer Vision, Leaner Thinking

The central concept behind Product Lifecycle Logistics is that the movement of product is not a series of independent functions, but rather a continuous flow that, at any point, has a potential savings impact throughout the lifecycle.

The greatest benefit of this approach is increased analytical power: Product Lifecycle Logistics supplies actionable information that clears the fog away from the central issues that drive up costs, exposing unused ways to eliminate waste and reduce costs across the entire supply chain.

INBOUND LOGISTICS

Aligning Purchasing and Logistics to Reduce Inventory and Inbound Freight Costs

Disconnects abound between a retailer's purchasing and logistics functions, but well-coordinated efforts can yield big-dollar savings in managing inbound supplier inventory.

The challenge:

The purchasing group of a midsize retailer allowed its suppliers to manage delivery to the company's distribution centers. Store deliveries were handled by a private fleet without the benefit of a transportation management system; this led to inefficient routing and significant "deadhead" miles from delivery points back to the DC.

The fix:

A 3PL, brought in to identify freight savings, immediately engaged with the purchasing group to gain control of all inbound freight. Today, the retailer's fleet picks up a large portion of supplier freight while returning from store deliveries, taking

the load ratio from 60% to 90% and offsetting fleet costs 30%. In addition, 3PL management of store deliveries improved routing efficiency, providing a total inbound and outbound freight savings of \$2.5 million.

Fractured communication within a retailer's supply chain organization can drive up inbound freight costs even when the retailer controls the freight.

The challenge:

A small supermarket chain in the upper Midwest sourced much of its produce from the West Coast. But last-minute sharing of forecasts from the buying group forced the transportation team to purchase carrier capacity for these deliveries at "market rates" instead of lower contracted rates based on predicted demand.

The fix:

A 3PL enabled faster sharing of forecast data between the retailer's logistics team and its carrier partners. This allowed carriers to confidently book drivers for Midwest to West Coast runs knowing they would have a load of produce for the retailer on the backhaul. This advanced knowledge reduced the annual cost of long-haul runs by \$750,000.

As these examples show, the root of the problem was less about supply chain complexity and more about structural silos.

The solution didn't require a change in strategy, just better communication and an awareness of how actions in one functional area affect overall efficiency.



Image Courtesy: GENCO

OUTBOUND DISTRIBUTION

Cutting Costs While Keeping Shelves Stocked

Retail distribution is about keeping shelves full at the least possible cost. By combining the efforts of formerly segmented supply chain functions, retailers experience on-shelf availability and greater efficiency.

SOLVING THE MULTICHANNEL DISTRIBUTION CHALLENGE

Today, most large retailers operate both brick-and-mortar and online stores. Often the two channels are managed independently, leading

Money Talks

August Merchandise Imports To Show First Increase Since May

[Full Article](#)

Postal Service Actions to Improve Efficiency Help To Lower Third Quarter Loss

[Full Article](#)

UPS Board Announces Quarterly Dividend

[Full Article](#)

Sony Earnings Release FY 2013 Q1

[Full Article](#)



We will cross \$100M in revenues this financial year: GreenDust founder & CEO Hitendra Chaturvedi

[Full Article](#)

U.S. Cellular Reports Second Quarter 2013 Results

[Full Article](#)

to redundant distribution facilities and systems and even separate agreements with the same vendors, undermining purchasing leverage.

But retailers that combine multichannel distribution requirements are keeping costs under control.

The challenge:

A national retailer with thousands of SKUs created an inventory issue when it expanded into online sales. It opened up a separate distribution center and negotiated separate purchasing agreements with vendors that

provided inventory for both its store and online channels.

The fix:

The retailer's 3PL delivered a solution that combined fulfillment operations using "each" picking into a section of the primary distribution center, reducing inventory, inbound transportation costs, and management overhead for an overall cost savings of \$850,000 annually.

REVERSE LOGISTICS

Using Data from Reverse Logistics Operations to Inform Upstream Decisions

The biggest profit upside for retailers is getting it right the first time—stocking and shipping just the right amount of inventory and avoiding returns. Downstream data collection in the reverse logistics operation can help retailers continually fine-tune these upstream decisions, but this intelligence is not routinely shared. When it is, the results can be impressive.

RLM



Courtesy of GENCO, Supply Chain & Reverse Logistics Leader

PRODUCT LIFECYCLE LOGISTICS

Supply Chain

AfterMarket Supply Chain

FORWARD LOGISTICS

REVERSE LOGISTICS

Supply Chain			END USER • RETAILERS • RESSELLERS	AfterMarket Supply Chain		
New Product Development	Material Management	Manufacturing & Distribution		AfterMarket Customer Service		
<ul style="list-style-type: none"> Design Development Technology Roadmaps ASIC Development Mechanical Design PCB Layout Prototyping New Product Introduction 	<ul style="list-style-type: none"> Vendor Relations Planning Procurement Inventory Planning Component Fabrication 	<ul style="list-style-type: none"> PCB Assembly Box Assembly Volume Manufacturing Integration Configuration Final Testing Distribution to Customer Customer Fulfilment Transportation 		<ul style="list-style-type: none"> Customer Service (HelpDesk) Depot Repair/ReMan Service Logistics (Field Svc.) <ul style="list-style-type: none"> Transportation Warehousing Spare Parts Management RMA Management Replacement Management Refurbishment Screening/Count Auditing End-of-Life Manufacturing Remanufacturing Fulfilment Services IT Process Management Recycling Scrap/Waste Management Gray/B Channel Management Warranty Management Asset Management Sustainability Environmental Resources 		



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What Exactly Is Service Lifecycle Management (SLM)?

by Erin Petruk, Associate Marketing Representative, CSDP Corporation

What does Service Lifecycle Management (SLM) mean? The basic definition by industry analyst firm, AMR Research is: “Service life cycle management (SLM) refers to a strategy that supports service organizations and helps them recognize their gross income potential. This is done by examining the service opportunities proactively as a life cycle instead of a solitary event or set of discrete events.



This helps to combine every service-based operation into a solitary, but complex, set of workflows and associated business processes.”

What does this definition really mean? Companies have long focused on integrating the process to manufacture and deliver products to customers (product lifecycle management and supply chain management), but few companies have embraced the integration of the processes that happen after a product is sold when the company services that product. This is where Service Lifecycle Management comes into play since it includes anything that

needs to happen to service a product after it has been sold to the consumer.

What are the processes included in SLM? All of the following are included:

- Call center management
- Workforce management (including scheduling, dispatch, and other field service processes)
- Parts planning and forecasting
- Reverse logistics management (including returns and repair management)
- Knowledge management
- Contract management

What are some benefits of SLM?

- Using SLM in field service can reduce your overall costs for customer service and parts inventory.
- Your operational efficiency will increase, as you’ll have easy access to accurate service information from all parts of the service lifecycle.
- You’re able to adapt to change more quickly and effectively by having information automatically updated when fields are modified.
- Allows you to be more competitive.
- Improves your service quality, which enhances customer satisfaction and in turn, service revenue.
- Reduce time and costs by eliminating a swivel-chair environment and reducing

duplication of effort and errors that come from manual updates.

So what does SLM mean for your field service department? It means the right technician with the right skill set is properly dispatched the first time with the right information and parts. It also allows your field technicians to have access to the right information at the right time. For example, most technicians use portable devices, ranging from laptops to tablets to smart phones. While in the field, they need to have access to detailed and specific information and that could be inventory, service tasks, customer history, new products that correlate with existing products (to cross-sell and up-sell), etc. SLM ensures that all information is up-to-date. Orders can also be made and completed on site, minimizing downtime and directly affecting your financial performance. Having the right person with the right parts and all the needed information significantly increases the likelihood that the service call can be completed the first time. This increases customer satisfaction and ultimately your bottom line.

So what does SLM mean



for your reverse logistics department? It means having full visibility of goods throughout the reverse logistics process and in-depth, real-time visibility into demand, supply, and inventory costs. Having all your reverse logistics data together enables trend analysis to minimize unwarranted returns and alert for faulty product/design. It also offers visibility into contracts up for renewal, overdue invoices, ideal situations for upselling, warranty expirations, etc. thereby increasing profitability. The organization will also benefit from streamlined repair processes, higher productivity for workforce and equipment, reduction of costly errors, and increases in efficiencies.

What is needed to implement

SLM? Companies need to integrate their people, processes, and technology to fully realize the benefits of Service Lifecycle Management. People from different departments need to be working towards common goals and measures and service processes need to be optimized across the service supply chain. Your people, processes, and technology all need to be working with each other, not against each other. You need technology that integrates all of your service information into one system so all of your service personnel can have access to the necessary information. However, technology cannot fix broken processes, so don't implement new technology before your processes are analyzed and optimized. Your technology also needs to make your people more

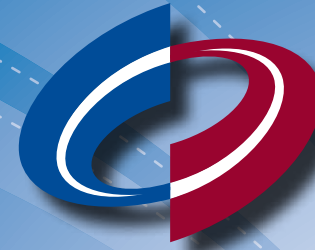
effective and not hinder processes. Starting with business process mapping and analysis can help uncover all of your people, processes, and technology issues. RLM



Erin Petruk is the Content Manager of the CSDP website. Create and publish blogs, surveys, polls, charts, and diagrams for the CSDP website, Twitter, LinkedIn, Google+ YouTube, etc. Manage all social media/networking accounts. Maintain library of technical documentation, journals, and proposal material. Write technical manuals, training material, user documentation, and presentations. Responsible for managing data entry, integrity, and maintenance. Assist in the development of proposals and effective management of the proposal process by identifying proposal strategy, theme, and content; write and edit copy.



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.



RLA SINGAPORE SNEAK PEEK

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& EXPO



ARTICLE



Blackberry: Is there still value?

by Seth A. Schachner, Managing Director, Strat Americas

Lost in the coverage of emerging markets like Argentina, Venezuela, and parts of Asia and Africa, this may have camouflaged the company's longer term issues.

Blackberry's market share has now started to erode globally, too, even in Canada, its home. Behind this is the continued growth of Android, new local smartphone competitors in big markets like China, and the promise of a lower priced Apple handset.

Blackberry has clearly had its lunch eaten by Samsung and Apple smartphones in developed markets. While its handsets led in some

The smartphone market is neither easy to penetrate nor sparse: there are roughly a dozen major smartphone brands available in developed markets, but some say Apple and Samsung usurp more than 95% of the profits in smartphone handset sales. Competitors like Sony Mobile, HTC, LG, Motorola, and Chinese brands like ZTE are left with crumbs. Imagine how these competitors try to plot new product road maps in such an environment.

And beyond the US &



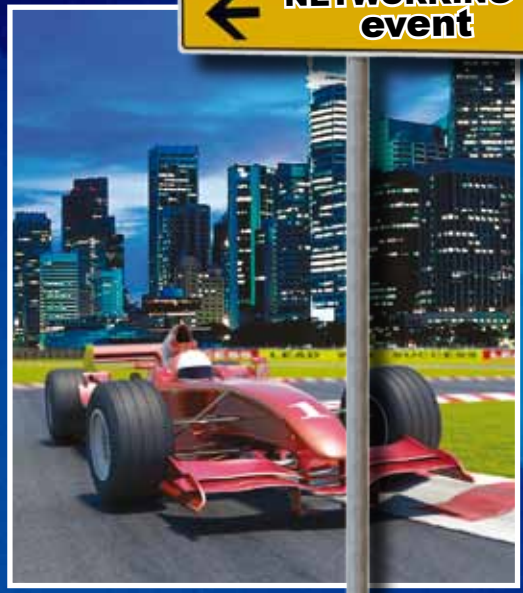
Shu-Wei Hsu
Reverse Logistics Manager
Microsoft



Rohit Joshi
Supply Chain Director
Dell, Inc.



Ruslan Hassan
Professor
Malaysian Institute of Transport
(MITRANS)



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FOR COMPLETE DETAILS VISIT WWW.RLASHOWS.ORG

Europe, top of the line smartphones are unaffordable for many consumers, so lower priced “feature phones” or newer classes of “social phones” make up the bulk of the market. (These mimic some, if not all, of the features of a top of the line handset like the iPhone.)

A key challenge for Blackberry will be to play to this part of the market. Its BB10 is too high priced, though, so the company must look to its new, lower priced Q5 (which comes with a traditional keyboard) as a vehicle to retain or grow share in emerging markets. One example of this is Blackberry’s 8520, an “entry level” smart phone released four years ago, which is still strong in some emerging markets.

The obstacles are daunting, though. For one, the user experience with content and traditional Blackberry services like email may not please hard core Blackberry consumers: Blackberry 10 sends data and email to the mobile operator network, rather



than through Blackberry’s servers. This can have huge business implications for Blackberry—the company may forgo the fee it charged to operators in the past for the use of its vaunted, secure network.

And Blackberry’s app environment trails those of Apple and Android by a big margin. Its current app environment requires developers to build apps from scratch for the new Blackberry operating



system—a real cost consideration for many companies who would prioritize building apps for Apple, Android, and perhaps even the Windows Phone 8 environment first.

Blackberry definitely cannot afford to give up on content, either, so the app environment supporting its new devices will remain a priority. Over the last few years, it’s been estimated that the company dismissed as many as 7,000 employees. But some say Blackberry’s teams working to develop apps have been untouched and currently remain intact with plans to grow.

And more broadly, Blackberry does have some elements working in its favor: the company has a large cash reserve (roughly \$3 Billion), it is debt-free,

its enterprise network is strong and valuable; and the company sits on patents that some estimates value as much as several billion dollars.

Coming months should tell how Blackberry weaves these assets together, or breaks them apart. Either way, it needs to answer the considerable challenges in front of it. For now, we’re not jumping to count them out.



Seth Schachner is a highly experienced digital executive, with client partnerships with Xbox, Microsoft, and Amazon. We are also actively driving audio & video partnerships, including recent international content partnerships for major artists in international markets, and licensing for a Latin American personalized radio service.

a background in entertainment, digital media and technology.

Schachner is Managing Director of Strat Americas, a Miami-based business development enterprise which provides strategic guidance and helps global clients connect with partnership and deal opportunities.

Strat Americas recently facilitated or negotiated

As Microsoft Advertising’s Business Development & Strategy Lead, Schachner helped lead audience and revenue opportunities for MSN, Windows Live, and Windows 8.

RL Careers

Arrow Electronics

- Manager, Global Transportation
- Manager, Reverse Logistics Transportation
- Quality/EHS Analyst
- Quality Manager

PlanITROI

- Business Development Manager (BDM) Reverse Logistics Specialist
- Director of Operations
- eCommerce Manager
- BDM Channel Specialist

Reverse Logistics Association

- Account Manager for South America
- Assistant to the President
- Sales Executive, Exhibitions
- Sales Executive, Advertising
- Seminars/Webinar Director
- Student Intern Positions



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India e-Waste Recycle Market Revenue Potential Expected to Double by 2018

17 August 2013 -- E-Waste management is a common problem faced by both developed countries and developing countries. Electrical and electronic equipments and gadgets such as refrigerators, washing machines, computers and printers, televisions, music systems, mobiles, i-pods, are part of the every growing list of items that form part of the e-waste landscape. While the list is growing so is the quantity as these products are getting more affordable and more and more people are using them. Increasing usage also leads to more of them coming up for disposal, thus increasing the rate of obsolescence and replacement.

[Full Article](#)

E-Waste: South Africa's Next Gold Rush?

17 August 2013 -- With its rapidly growing appetite for electrical and electronic devices, the tide of domestically produced e-waste is set to rise significantly in South Africa. But with a number of incoming laws, regulations and voluntary agreements, the

e-waste recycling industry has a golden opportunity to protect the environment and prosper.

[Full Article](#)

National Demolition Association's Environmental Excellence Awards Salutes Projects in Seven U.S. States and Canada

16 August 2013 -- Projects cleaned up hundreds of contaminated acres of land in Nevada, aided in the redevelopment of a Michigan city, remediated a former paper mill site, recycled lumber into bio-fuel, and lead to the reuse of reclaimed materials in high-profile new construction sites.

[Full Article](#)

Retail Logistics

15 August 2013 -- Supply logistics is a priority of retailers, yet getting returned goods out of stores - reverse logistics - is seldom afforded the same priority. It's a shortcoming Craig Plowden aims to rectify through his brainchild, Revlogs.

[Full Article](#)

Uncle Sam's garage sale: Military items up for auction

15 August 2013 -- The United States Government is trying to unload a lot of stuff the military used to fight the wars in Iraq and Afghanistan. From rafts to trucks and pretzel stands - What isn't scrapped or stored, ends up at the Sierra Army Depot

in California. It's America's largest depository of military equipment with 35,000 acres of desert scrub and steel.

[Full Article](#)

This is China's chance to lead the way to sustainability

13 August 2013--China's status as a global leader in carbon dioxide emissions gives it a unique opportunity to also be a leader in slashing them, experts say.

[Full Article](#)

B2X Launches Global, End-to-End SMARTSERVICE Platform

Munich, Germany & San Francisco, CA--13 August 2013--B2X Care Solutions, the leading provider of customer care for electronic devices, today announced the launch of its SMARTSERVICE Platform, a global end-to-end customer care solution for manufacturers, insurance providers, mobile network operators and retailers globally. The new platform closes the customer experience loop through the addition of new frontend in-store, phone and automated services to its established backend solutions. B2X is the choice for companies in more than 110 countries worldwide, including Amazon, Assurant, Motorola, HP, Sony and others.

[Full Article](#)

10th Annual

RLA Conference & Expo Singapore

Novotel Clarke Quay • September 24-25, 2013

Early Bird Pricing of \$299 Ends August 31, 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.

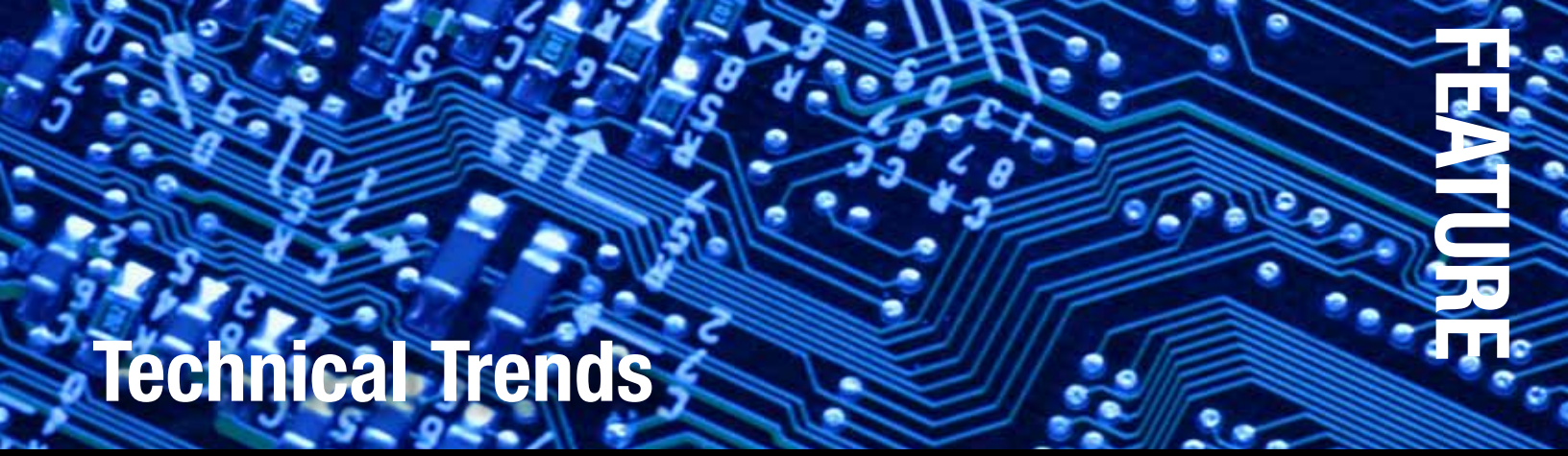
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If you are a Reverse Logistics professional – don't miss this event!





Technical Trends

Urgent Repair

There are times when Reverse Logistics and repair is more about luck and creativity than moving truckloads of product to a depot or forward stocking location. There are cases where the only solution is to repair the current system, whatever that takes. When these events occur, they tend to be stressful, difficult and often very frustrating. Lives and property are usually at stake. However, the pressure to be instantly creative presents tremendous rewards in personal satisfaction. I have had quite a few urgent repair requests, most of the time with no warning or pre-planning at all. Since these are not typical for most of you, I thought you would enjoy hearing how a couple of these were accomplished.

While at home over a Memorial Day Holiday I received a panicked call from an Assistant Warden at a nearby state prison facility

with a power supply problem at a guard pod. Turns out there are regulations mandating that inmate cells open automatically in case of power loss or other emergencies. To meet these requirements prisons are often designed with pods of cells for the inmates that surround an elevated guard station. In this guard station all of the cells locks are remotely managed.

This arrangement saves



on labor and reduces the risk of injury from inmate interaction. The downside is that if there is no power, the locks do not stay locked... making the loss of a power-supply one very bad situation. I grabbed up some test equipment and hurried over to the prison. When I got there the scene was pretty hectic. They had called in a bunch of staff to manually manage the pods and open/close the locks using keys. I pulled some covers from the

control consoles and found a bad switchmode power supply. It was rated for 30 amps at 24v. I first attempted to repair the supply but no luck. The failure was in the flyback transformer and that part was encapsulated and not removable. By happenstance I had two wheelchair battery chargers at my home. Together they had enough current capacity to meet the system needs. Using a battery charger as a power supply is not just plug-and-play. I had to bypass the current sense and overcharge circuitry to get the full power out. I then paralleled these into the console with some temporary wiring connections and got them up and running through the holiday without incident. The overtime staff guards got to finish their holiday and by that Tuesday afternoon we had a replacement power supply installed and everything back to normal.

Late at night there was a fire at our local police department. Much of the communications systems were destroyed. With the spares we had on-hand and some repair we had the system back up and running before noon the next day

except for the paging encoder. The irony was that the paging encoder was used to dispatch the fire department and until it was fixed there was no way to have fire service coverage for the city. The major damage was from heat on a nylon switch assembly. If I could just repair the nylon sleeve that held the switch contacts we would be good to go. If you have ever tied glue nylon you



know how tough that can be. The solution is what is called flame-etching. If you have nylon and other polyamide plastics, they can be etched to accept adhesives producing a very strong bond. The trick is to expose the plastic to heat from a propane torch. I know what you are thinking-more heat, I thought the part was already melted. Yes, but not the right kind of heat. The heat from propane allows the propane gas to react with the plastic and build a layer where oxygen is bonded to the nylon

surface. This etched layer will then accept several types of glue, especially CA type glues with a primer. OK, now for the real trick, what primer did I use? Baking soda. The hardening reaction in CA glues is based on PH. By flame-etching the surface and then priming with thin coating of baking soda, I got the part glued back together and the encoder worked great until we got a replacement shipped in.

So in addition to duct-tape and your Swiss Army Knife, don't forget the propane torch, baking soda and super glue. Lastly for skills training consider watching old Macgyver episodes on your iPhone. RLM



Bryant Underwood manages Public Safety Sourcing for Cassidian

Communications, an EADS North America Company in Frisco Texas.

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Returning Thoughts

Making a Better Financial Case to Improve Your Reverse Logistics

High demand for refurbished goods, better processing partners and higher recapture values are providing new profit opportunities for returned goods at consumer product companies. It may be time to review your Reverse Logistics methods or return allowance contracts with your retailers, since there may be an opportunity to generate significant profit from your product returns. Presenting a case to your management team to improve your reverse logistics can be a challenge, but including detailed financial calculations will always help your presentation and capture support from your management

team.

The Reverse Logistics Association Consumer Products committee hosted a webinar recently featuring a Returns Saving Calculator spreadsheet from their recent article, "Finance is from Mars and Reverse Logistics is from Venus 'How we can talk to

each other'". The presentation by Tony Sciarrotta of Reverse It Sales & Consulting and Paul Rupnow of Andlor Logistics Systems Inc. detailed how to complete an in-depth financial analysis of your existing returns scenario and potential future returns program scenarios. "We utilized this spreadsheet and article in our presentation to



our management team to get approval to launch our new returns program" says Kathy Murphy, the Senior Sales Operations Manager at Jarden Consumer Solutions.

In many cases, manufacturers in the Consumer Products industry utilize a Returns Allowance with Retailers to avoid returns processing or they may just utilize an immediate liquidation or scrapping of returns. This analysis tool can help you compare your existing method with a new Asset Recovery model where the returns of certain goods may be inspected, graded and possibly prepared for resale based on the returned condition of the unit. One manufacturer in the webinar has reported success with this type of program for products with a resale value to the consumer as low as \$20 in the secondary market (with a retail selling price for the refurbished item that is very close to the primary market suggested retail price for new goods, since many of the refurbished returned goods are in "like new" condition).

"The spreadsheet and article are great tools to help you assemble the financial information necessary to understand your costs and your profit opportunities" explained Sciarrotta in the webinar. "We have received very positive feedback from reverse logistics people at small and large companies who have utilized this

RETURNS SAVINGS CALCULATOR		VARIABLES	VALUE	UNITS
SALES				
Avg. Annual Shipment Quantity	In Units (#)	400,000		
Avg. Unit Sales Value	In Dollars (\$)	\$150.00		
Avg. Annual Sales \$	Avg. Quantity x Value		\$60,000,000	
Standard Cost (Landed)		\$120.00		
Market Price (M.S.R.P.)		\$200.00		
RETURNS				
Returns Percent	Baseline, projected return %	10%		
Returns Quantity	Return % X Avg Annual Shipment			40,000
Product Original Value (Baseline)	Return Qty x Avg Unit Sales Value		(\$6,000,000)	
	**Market price decline should be incorporated			
MODEL 1: EXISTING SCRAP & LIQUIDATION - BASELINE RETURNS COSTS				
Scrap	Avg. Industry Results - 25%	\$120.00	(\$1,200,000)	10,000
Sold to Liquidators	Avg. Industry Results - 5% of Market Value		\$180,000	30,000
Freight Cost	Returns Qty x Freight Cost/Unit	\$3.00	(\$120,000)	40,000
Retailer Return Handling Fees	Prod. Orig. Value x Handling Fees	10%	(\$600,000)	
Warehouse Handling Fees	Prod. Orig. Value x Handling Fees	2%	(\$120,000)	
Cost of Money (for 6 months)	Based on 2% of Returned product original value	2%	(\$80,000)	
Model 1: Returns Processing Costs			(\$1,940,000)	
TOTAL RETURNS LOSS	Returns Value + Scrap & Liquidation Program		(\$7,940,000)	
Expense per unit shipped	Returns losses / units shipped		(\$19.85)	
MODEL 2: NEW ASSET RECOVERY MODEL RETURNS IMPROVEMENT PROGRAMS				
No Trouble Found	% of No Trouble Found	65%		26,000
Defective Unit	Number of defective units	25%		10,000
Scrap	Estimate of Non-Sellable, To Be Disposed	10%		4,000
Cost associated with Plug & Play	Plug & Play 100% Units Returned	\$5.00	(\$200,000)	
Refurbishing/Repair Cost per Unit	Refurbishing of Defective Units	\$22.00	(\$220,000)	
Packaging: Old Recycled, Repkg. of Refurb.	Materials Cost per Returned Product	\$3.00	(\$108,000)	
Reaccessorizing Missing Accessories	Used \$2.00 per unit	\$2.00	(\$72,000)	
Total Returns Processing Costs			(\$600,000)	
Resale Refurbished Price/Unit	Estimated 60% of Avg Unit Value for resale	60%	\$90	
Resale Refurbished Quantity	Returns Qty x 90%	90%		36,000
Total Returns Resale	Refurb. Quantity x Refurb Price/Unit		\$3,240,000	
Model 2: Returns Processing Net	Total Returns Resale Less Processing Costs		\$2,640,000	
TOTAL RETURNS LOSS	Returns Value + Improvement Program		(\$3,360,000)	
Expense per unit shipped	Returns losses / units shipped		(\$8.40)	
COMPARISON OF MODEL 1 & 2				
Original Returns Loss (Baseline)	Return Qty x Avg Unit Sales Value		(\$6,000,000)	
Model 1: Existing Scrap & Liquidation + Baseline Returns Costs			(\$1,940,000)	
Model 1: Total Returns Loss			(\$7,940,000)	
Model 2: New Asset Recovery Model + Returns Improvement Programs			\$2,640,000	
Model 2: Total Returns Loss			(\$3,360,000)	

spreadsheet and article to build their analysis and make detailed, professional cases to their management teams."

You can download the spreadsheet, the article, or listen to the webinar from Wed, Jul 24, 2013, at RLA.org at the Consumer Products Committee page. RLM

Good Luck!



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

Editor - Reverse Logistics

Professional Report
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Presentation by
of **Roger Levi**
Intel



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BETTER, FASTER RETURNS PROCESSING AND DATA COLLECTION

Today the ability to collect data rapidly, accurately and cost effectively is becoming increasingly difficult, especially for bulk returns for credit. Roger Levi from Intel is currently exploring concepts in and around "design and manufacture for Reverse Logistics Operations" that can be leveraged to offset this daunting challenge and enable Intel to collect returns data (such as Part number, serial number, item count, warranty eligibility) with minimal handling, for bulk items such as components, motherboards, or even systems.

Roger Levi is the Global Reverse Logistics Data Services Manager for Intel Corporation. He has held multiple positions within Intel since joining in 1977. Current role is to collect, aggregate and provide reporting/analytical solutions for all of the naturally occurring reverse logistics data from the reverse logistics returns programs and processes.

This is an interactive discussion webinar, so please bring your knowledge, wisdom, experiences and suggestions to share with all participants.

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