



# REVERSE LOGISTICS DIGITAL magazine®



# 11th Annual RLA Conference and Expo Las Vegas 2014

## America's Premiere Reverse Logistics Event

February 10-13, 2014

*Keynote Speaker: Don Patch, Director of Global Logistics iRobot*



**Over 50 Exhibitors and Sponsors – 1,000 RL Professionals Representing 400 Companies**

Make plans now to join us for the 11th Annual Reverse Logistics Conference and Expo on February 10-13, 2014 at the Rio Hotel and Casino.

Monday offers pre-conference workshops with our RLA Charity Golf Tournament at Red Rock Country Club. Tuesday adds more workshops along with industry reports and then in the evening, our Awards Gala. Wednesday opens with the keynote address followed by sessions presented by over 150 RL professionals, leading academics, and industry leaders.

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



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



**Mexico City, Mexico**  
**Start Planning Now for October 2013**

**RLA and Global Training Center are proud to present a seminar in Mexico City, Mexico**

Learn about strategic programs that meet corporate goals and address today's most important economic and social issues while networking with business innovators.

The seminar will address the most important issues in RL and Social Responsibility:

The seminars cover topics that are pertinent to OEMs, Retailers, Branded Companies and Third Party Service Providers.

- Returns Processing
- Depot Repair
- Customer Service
- Call Centers
- Service Logistics
- Transportation
- IT Process Management
- Recycling
- Warranty Support
- Asset Management
- and many more



**Arturo Frias**  
 Director General  
 Global Logistics & Consulting



**Gailen Vick**  
 Executive Director  
 Reverse Logistics Association



**Ana Maria Garduño**  
 Logistics Manager  
 Telcel



**Fernando Sabater**  
 Reverse Logistics  
 Divisional Manager  
 Walmart



**Enrique De La Rosa**  
 Logistics Country  
 Manager



**Rubén Imán T.**  
 Grupo Onest

**CO-SPONSORS**



**REVERSE LOGISTICS ASSOCIATION**



**GLOBAL Training Center**  
 Formación y Seminarios

**RLA Workshops,  
 October 17th, 6-8pm  
 \$330**

**Mexico City, Mexico • October 17th**  
**Venue: Hotel Plaza Florencia Suite/Zona Rosa**

# CONTENTS

Issue 7 Volume 10

## Articles



### Plunging Demand for CRTs Sends Glass Market Down the Tubes

*A Sims Recycling Solutions White Paper*

Page 12

It used to be a perfect circle: The glass from old CRT displays was used to manufacture glass for new CRT displays.



### 5 Traits Essential for Sustainability Leadership

*By Katie Kross and Koji Kitazume, Duke University*

Page 14

Sustainability is a career field that is beginning to mature. Ten years ago, there were few dedicated jobs with sustainability in the title.



### The Implementation of Public Policies in the Reverse Logistics

*royecto "Ciudad Jardín Bicentenario", Municipio de Nezahualcóyotl Edo. De México*

Spanish  
Page 18  
English  
Page 24

The implementation of public policies in the case of Ciudad Jardín Bicentenario arises in the context of the municipality scope; this project was carried out with the participation of the two levels of government: State and Municipality; as well as with the collaboration of the private sector for the achievement of a common objective.

## Feature Articles



### Returning Thoughts

*by Paul Rupnow*

"On Demand" Best Practices for Reverse Logistics

Page 32



### Reverse Logistics Talk

*by Jennifer Bilodeau*

Planning and Communications Decreases Expenses, Increases Profitability and Develops New Markets with Reverse Logistics Strategies

Page 34

Go to [RLmagazine.com](http://RLmagazine.com). Individual subscriptions are available without charge to qualified individuals.

Non-qualified rates are as follows:

One Year Subscriptions:  
Global: \$5.00

To unsubscribe email:  
[editor@RLmagazine.com](mailto:editor@RLmagazine.com)

**Publisher** – Gailen Vick  
**Editor** – Felecia Przybyla  
**News Media** – Shakil Shadi  
**Technical Director** – Matt Gwilliam  
**Director of Education** – Doug Pratt  
**Speaker Co-ordinator** – Alexandra Von Wachter  
**Magazine Production & Graphic Artist** – Benjamin Trokey

**Board of Advisors**  
David O'Leary – UPS  
Edwin Heslinga – Microsoft  
Charles Johnston – Home Depot  
Hartmut Liebel – Jabil Global Services  
Troy Kubat – Walmart  
Thomas Maher – Dell  
David Maloney, Google  
Ian Rusher – Cisco Systems  
Tony Sciarrotta – Reverse It Sales & Consulting  
Ian Towell – Tesco  
Susan Wackerman – Hewlett-Packard  
For more information on the Board of Advisors, go to [RLA.org](http://RLA.org)

**Editorial and Circulation Office**  
441 W. Main Suite D  
Lehi, UT 84043-2024  
Phone: 801-331-8949  
Fax: 801-206-0090  
[editor@RLmagazine.com](mailto:editor@RLmagazine.com)  
[www.RLmagazine.com](http://www.RLmagazine.com)

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

ISSUE 7 VOLUME 10  
REVERSE LOGISTICS MAGAZINE (ISSN 1934-3698) is published monthly for \$5.00/per year by Reverse Logistics Association.  
iTunes In-App Purchase: \$4.99  
Amazon Kindle Monthly Subscription \$1.49

Edition 56 published October 2013.

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

## RL Magazine is Available on These Devices:



Kindle



iPad



iPhone



Android

*RL Magazine will publish 12 issues annually — 12 new digital editions! Reverse Logistics Magazine welcomes articles and abstracts. Please send to: [editor@RLmagazine.com](mailto:editor@RLmagazine.com)*

## Articles



Page 28

### Remanufactured Products: A New Business Model For Light-Vehicle OEMs Part 2 of 3

*by Ron Giuntini, Subject Matter Expert*

The light-vehicle (automobiles and Class 1-3 trucks) US-based OEMs, and their suppliers, are currently in a state of malaise

## Video



Page 17

### What is the Reverse Logistics Association?

*by Reverse Logistics Association*

## Features

Message from the Editor	6	Read the Press	19
Message from the Publisher	8	Money Talks	27
Advisory Board	9	Industry Jobs	29
Industry Committees	10	Returning Thoughts	32
Focus Committees Regional Chapters	13	Reverse Logistic Talk	34
Industry Events	15	Advertiser Index	43



## Message from the Editor

As the new Editor of the Reverse Logistics Magazine, daily I am presented with many Reverse Logistics articles. I come across all sorts of different stories of how companies are moving forward in their Reverse Logistics implementations to save money, help save our environment, abide by laws, and keep customers happy. In my personal life I deal with Reverse Logistics with my own home recycling, electronic waste disposal, and dealing with in-store or online returns.

A few years ago, my husband and I went to Best Buy and shopped for a new laptop which was to be used mainly by myself. As a stay-at-home mom, I didn't really need anything fancy, just something for web access/searches, handling our personal finances, and to make video calls to family who didn't live nearby. The latter reason was important to me since I didn't live near my parents or sisters, and wanted to be able to chat, see them, and show my children to them. I often would use Skype on a daily occasion, so I wanted to make sure whatever laptop I bought, had clear video and

sound to match my high speed internet. My old laptop, was just that – old - and the microphone had stopped working, so I had to use an external camera/microphone, which was just annoying and not very clear in picture or sound.

So, we purchased a laptop, took it home, and within minutes had it set up. We immediately got on Skype and tried calling family. The first few calls we were told that we were so much clearer on video, and the sound was also clearer, but still not as clear as it should be. Our voices were muffled, and it just wasn't quite right. We tried troubleshooting ourselves, but then had to turn to Technical Support. We did more troubleshooting, and then over the next several weeks, we were sent in loops as Skype told us it was a computer issue, and the manufacturer told us it was an internet issue, and the internet company would come back saying it was a Skype and/or computer issue, etc. It was a very frustrating situation to have a brand new computer, that just didn't seem to work right. We tried using other computers, and had no issues, so to us it was obvious it was the computer, but by this point, it was past the return date, so we couldn't return it to the store. The Manufacturer asked us to mail them the laptop, and they would look into it, but they couldn't guarantee anything, since they didn't believe it was a computer issue.



I tried getting in touch with a Manager at Best Buy to see if I could get some kind of an exception to returning it, but with no luck – so I proceeded with sending it to the Manufacturer. I packaged up the laptop carefully, took it to a FedEx Shipping location, and had it sent out. When I got home and checked my email about an hour later, I had gotten the following email:

Dear Felecia,

*I'm very sorry to hear about all the trouble you have been through with this Gateway computer! I can only imagine your frustration going back and forth trying to figure out the problem. This is not something you should be experiencing with a brand new computer. I will be more than happy to help.*

## 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.

*While the return policy for computers is 14 days there are certainly unique situations that require us to look outside of that period. This is definitely one of them and Best Buy does not want to leave you hanging and frustrated with your new product.*



*I partnered with the Union City's general manager, Linda, and explained your situation. I asked to have an exception made to exchange this computer for a new one. Linda agreed that you should be taken care of and was excited Best Buy had the chance to help. She should be calling you today to invite you in for an exchange.*

*Again, I am very sorry for this experience and thank you very much for giving us the opportunity to make this right. Please let me know if you have any questions or concerns at this time; we are here to help. Have a great day.*

Sincerely,  
Alison and the Best Buy Consumer Relations Team

As a consumer, I am not embarrassed to say – tears came to my eyes! I couldn't believe they went the extra mile to reach out and take care of me. I immediately called FedEx and found out my laptop was still there. I was able to pick it up, and return it to Linda at the store, with no hassle. The new laptop worked just great, and even though I had to go through weeks of hassle, I was now a happy customer.

Of course, we don't all have such pleasant outcomes, but it made me a loyal customer of Best Buy knowing they would look into my individual situation, reach out to me, and make an exception due to the circumstances.

Thank you,  
Felecia Przybyla  
editor@rla.org

When you're ready to further develop your top talent  
When you're ready to invest in your organization's future  
You are ready for American Public University

American Public University is ready to help your team succeed. We're a nationally recognized university with bachelor's and master's degrees for transportation and logistics professionals — completely online. So your employees can take classes on their own time. And people are taking notice. 93% of employers surveyed would hire one of our graduates again.\*

When you're ready, visit [StudyatAPU.com/rl](http://StudyatAPU.com/rl)



\*APUS Alumni Employer Survey, January 2006-December 2012  
We want you to make an informed decision about the university that's right for you. For more about the graduation rate and median debt of students who completed each program, as well as other important information—visit [www.APUS.edu/disclosure](http://www.APUS.edu/disclosure).





# Message from the Publisher

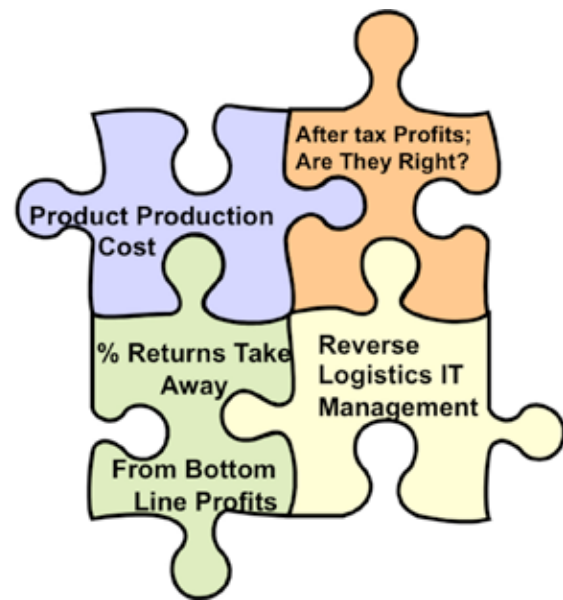
## REVERSE LOGISTICS DILEMMA

For years now we have been encouraging companies to implement a reverse logistics department inside of their company. But who owns the enterprise inside the company for reverse logistics?



More importantly than who owns reverse logistics, who will step forward to actually uncover the benefits inside of a company that results in cost saving that are found when a RL Department is functioning.

There is a level of misunderstanding with who should take on new roles inside of any organization, yet at the same time there's hesitation and sometimes even fear from middle management to make recommendations for new departments.



We highly recommend for all corporations to create a "C" level position for reverse logistics management. This individual would have;

- Authority to make changes on RL globally, but day-to-day responsibility would stay in the hands of each operating department
- Monitor the P & L to develop a Virtual profit center
- Acquire the necessary tools to support the finance department and report effectively to the Executive Staff

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:



### 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.



### David Maloney, Google

David Maloney, as Senior Manager of Reverse Logistics & Business Systems, is an operational leader with technical focus, a technical leader with operational focus: "I flip between both roles as circumstances require. I build operations for consumer electronics startups: business model, process, legal framework, international expansion, NPI, PLM, sourcing talent, forward logistics, contact centers, reverse logistics, wireless certification, online and backend systems, knowledge management, sleeve rolling-up."



### 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

Ian Rusher, 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

## Apparel

Chairperson: Gailen Vick, Reverse Logistics Assoc.

- Craig Plowden, Revlogs (Pty) Ltd

## Automotive

Chairperson: Gailen Vick, Reverse Logistics Assoc.

- Michael Blumberg, Blumberg Advisory Group, Inc.
- Charles Chappell, Genco ATC
- Craig Plowden, Revlogs (Pty) Ltd

## Aviation

- Sandra Walls, AVPOL International LLC DBA AIL

## Consumer Electronics

Chairperson: Paul Baum, PlanITROI  
Co-Chairperson: Kathy Murphy, Jarden Consumer Solutions

- Ray Agarpo, HP
- Paul Baum, PlanITROI
- Patrick Blinn, Microsoft
- Michael Blumberg, Blumberg Advisory Group, Inc.
- Brianne Boettner, Best Buy
- Charles Chappell, Genco ATC
- Shoaib Chaudhary, Spruce IT Asset Recovery
- Charles Dunton, Genco
- Steven Fulghum, U.S. Cellular
- Christopher Galletto, OfficeMax
- Elaine Gasser, HP
- Cintia Gates, Dell Inc
- Chris Griffin, Sprint Nextel
- Edward Higgins, MasterWorks International Inc.
- Sam Jackson, Target
- Patrick Joseph, Encompass
- Brad Larsen, Hewlett Packard

- David Liscom, Hyper Microsystems Inc.
- Lynda Lopez, Nook Media
- Stephen Martyn, Invata Intralogistics
- Dave Moloney, Google
- Anthony Montagano, OfficeMax
- Kathy Murphy, Jarden Consumer Solutions
- Jonathan Pine, Renova Technology
- Craig Plowden, Revlogs (Pty) Ltd
- Mark Prol, Inmar
- Tim Quinn, BJs Wholesale Club
- Jim Rushton, Encompass
- Chris Tejada, Inmar

## Data Storage

Chairperson: Tom Burnam, Western Digital  
Co-Chairperson: David Liscom, Hyper Microsystems Inc.

- Michael Blumberg, Blumberg Advisory Group, Inc.
- Tom Burnam, Western Digital
- Karen Fedder, Blancco US, LLC
- Gary Gear, Toshiba
- David Liscom, Hyper Microsystems, Inc.
- Rachel North, Toshiba America Electronic Components, INC.
- Jose Luis Villalvazo, HP

## Food and Beverage (Unsaleables)

Coordinator: Brock Anderson, Reverse Logistics Association

- Dawn Bland, Inmar
- Michael Blumberg, Blumberg Advisory Group, Inc.
- Gene Bodenheimer, GENCO

- Pat Coats, Kellogg Company
- Dr. Oliver Hedgepeth, American Public Univ.
- Jodie Holliday, UNLV
- Thomas Marcellino, Inmar

## Life Sciences

- Michael Blumberg, Blumberg Advisory Group, Inc.
- Dan Gardner, ATC Logistics & Electronics

## Retailers

Co-Chairperson: Raul Castilla, Wal-Mart Stores, Inc.  
Coordinator: Rachele Hetterson, Defense Ammunition Center

- Raul Castilla, Walmart

- Randy Compas, Canadian Tire Corporation
- Christopher Galletto, OfficeMax
- Summer Irvin, Overstock.com
- Sam Jackson, Target
- Andrea Newman, Best Buy
- Anthony Pereira, Barnes & Noble
- Craig Plowden, Revlogs (Pty) Ltd
- Terry Power, Canadian Tire Corp. Ltd.

## Small Appliances

Chairperson: Kathy Murphy, Jarden Consumer Solutions

- Michael Blumberg, Blumberg Advisory Group, Inc.
- Kathy Murphy, Jarden Consumer Solutions

## Telecommunications

- Michael Blumberg, Blumberg Advisory Group, Inc.
- Stephen Martyn, Invata Intralogistics
- Craig Plowden, Revlogs (Pty) Ltd
- Glen West, Celestica, Inc.

## Wireless

Chairperson: Angelika Kluna, CLi360, Inc.  
Co-Chairperson: Joe Walden, University of Kansas

- Michael Blumberg, Blumberg Advisory Group, Inc.
- Peter Carfrae, GENCO
- Mark Delong, Arvato Services
- Chris Griffin, Sprint Nextel
- Edward Higgins, MasterWorks International Inc.
- Bill Kenney, OnProcess Technology Inc
- Angelika Kluna, CLi360, Inc.
- Regan Pasko, TESSCO Technologies, Inc.
- Joseph Tarantino, Sprint
- Joe Walden, University of Kansas
- Sandra Walls, AVPOL International LLC DBA AIL

Join today at [www.RLA.org](http://www.RLA.org)



Focus Committees & Regional Focus continued on to page 13

# Plunging Demand for CRTs Sends Glass Market Down the Tubes

A Sims Recycling Solutions White Paper

It used to be a perfect circle: The glass from old CRT displays was used to manufacture glass for new CRT displays. This closed-loop, glass-to-glass recycling process involved collecting computer monitors and televisions, then removing and reducing the tube and separating the glass from ferrous and nonferrous metals. The glass was further processed to remove oxides, phosphor and dust, sorted and finally sold to CRT manufacturers.

This process worked well until businesses and consumers swapped their bulky, heavy cathode ray tube computer monitors and televisions for lightweight, energy-efficient and space-saving flat-panel displays. But because of this shift from CRTs to LCDs and other video display technologies, the demand for CRT glass has dwindled. This has left many recyclers with a growing stockpile of CRT glass and has created an economic and environmental need to develop new strategies for managing the CRT glass collected for recycling.

## The Anatomy of a CRT

One of the benefits of glass-to-glass recycling is keeping lead out of the municipal waste stream. This is not an insignificant benefit: according to the U.S. Environmental Protection Agency, CRT glass contains enough lead to require handling it as hazardous waste under certain circumstances. The typical CRT device is made up of between 15 and 90 pounds of glass, which protects users from the radiation produced by the electron gun and electron beam. This protective glass can be found in four different components: Panel glass accounts for two-thirds of the CRT's weight and may contain either lead oxide or barium oxide

- Funnel glass houses most of the lead in a CRT
- Neck glass surrounds the electron gun and contains lead
- Solder glass seals the CRT and is 85 percent lead

And while CRT displays may be a dead technology, they are by no means gone. Transparent Planet's December 2012 report estimates that about 660 million pounds are stockpiled nationally as a result of the thresholds of smelters, limited demand from re-manufacturers and rising costs for disposal. It is important to note that none of these CRT-filled warehouses discovered in August were owned by companies holding either R2 or e-Stewards certifications.

## Dead and Buried?

The challenge now facing many recyclers and state regulators is how to handle these remaining devices with the market for CRT glass shrinking and the costs of proper processing increasing in a manner that protects public health and the environment and, if possible, recovers resources.

State e-waste legislation varies from state to state and can be more stringent than Federal requirements. Many states have developed, or are developing, universal waste exemptions for CRTs. These exemptions streamline the management of those devices bound for recycling. Currently, 19 states ban CRT monitors and televisions from landfills.

Recyclers typically have two options for recycling CRT glass that has been designated a universal waste: shipment to a glass-to-glass manufacturer or to a lead smelter. However, for some Californian recyclers who want to avoid the costs of recycling, landfilling of glass has now been permitted as an option for disposition. With declining glass-to-glass and lead smelting markets, California officials temporarily lifted



their landfill ban in 2012 to allow for CRT glass to be sent to hazardous waste landfills. West Virginia is considering lifting their same landfill ban to allow for CRT glass as well.

Until a permanent solution is discovered that can handle the demand of CRT glass in need of recycling, state and federal regulations may continue to grow more flexible regarding the disposal of this material. For the most part, this would simply be a result of the limited financial capacity that a smaller recycler can reasonably consider to maintain a profitable business; and is also why some uncertified recyclers – without the equipment, knowledge or resources to effectively repurpose this material – ended up leaving it behind.

Regardless of state and federal regulations, it is recommended at a minimum, to use a recycler that operates in accordance with either Responsible Recycling Practices (R2) or e-Stewards certifications. Other certifications to consider will govern additional environmental, health, and safety management systems (ISO 14001 and OHSAS 18001), and regulate information destruction (NAID) and the secure handling, warehousing and transportation of equipment (TAPA). RLM



# Reverse Logistics Association Focus Committees



## FOCUS COMMITTEES

### CORPORATE SOCIAL RESPONSIBILITY

Chairperson: Brian Eddy, SubCon Industries

- Jennifer Bilodeau, Reverse Logistics Talk
- Michael Blumberg, Blumberg Advisory Group, Inc.

### EXTENDED WARRANTIES

- Michael Blumberg, Blumberg Advisory Group, Inc.
- Charles Chappell, Genco
- Hitendra Chaturvedi, RLC
- Mohan Kumar D, Hewlett-Packard
- Edwin Heslinga, Microsoft
- Regan Pasko, TESSCO Technologies, Inc.
- Craig Plowden, Revlogs (Pty) Ltd

### RL CERTIFICATION

Chairperson: Doug Pratt, RLA  
Co-Chairperson: David Giese, Dell, Inc

- Coordinator: Ye Zhao, East Carolina University
- Noah Arvidson, US Cellular
  - Jennifer Bilodeau, Reverse Logistics Talk
  - Michael Blumberg, Blumberg Advisory Group, Inc.
  - Haozhe Chen, East Carolina University
  - Elaine Gasser, Hewlett-Packard
  - David Giese, Dell, Inc.
  - David Patton, American Public University
  - Ye Zhao, East Carolina University

### SOFTWARE SOLUTIONS

Chairperson: Leonard Schneeman, DEX Systems

- Michael Blumberg, Blumberg Advisory Group, Inc.
- Hitendra Chaturvedi, RLC
- Cynthia Cheak, Dell Inc
- Haozhe Chen, East Carolina University
- Matt Domachowski, GENCO ATC
- Roger Levi, Intel
- Stephen Martyn, Invata Intralogistics
- Ray Miller, CSDP
- Craig Plowden, Revlogs (Pty) Ltd
- John Rinehart, Intel
- Lee Sacco, Oracle
- David Sandrowitz, Optoro
- Leonard Schneeman, DEX
- Seshagiri Singaraju, Sun Microsystems
- Sheryl Skifstad, Motorola

## SPARE PARTS MANAGEMENT

- Michael Blumberg, Blumberg Advisory Group, Inc.
- Mohan Kumar D, Hewlett-Packard
- Dan Gardner, ATC Logistics & Electronics
- Joe Giglio, Fidelitone
- Edward Higgins, MasterWorks International Inc.
- Patrick Joseph, Encompass
- Patrick Joseph, Encompass
- Regan Pasko, TESSCO Technologies, Inc.
- Craig Plowden, Revlogs (Pty) Ltd
- Jesus Sales, Juniper Networks
- Derek Scott, Canon
- Jose Luis Villalvazo, HP
- Sandra Walls, AVPOL International LLC DBA AIL
- John Weatherup, Hewlett Packard
- Alan Wheatley, MasterWorks International

## STANDARDS

Chairperson: Ron Lembke, University of Nevada

Co-Chairperson: Ken Jacobsen, Connexus

- Beth Foster, United States Postal Service
- Ken Jacobsen, Connexus
- Ron Lembke, University of Nevada
- Tommy Rector, American Public University

## SUSTAINABILITY AND ENVIRONMENTAL MANAGEMENT

- Jennifer Bilodeau, Reverse Logistics Talk
- Michael Blumberg, Blumberg Advisory Group, Inc.
- Jose Garcia, Motorola
- Cintia Gates, Dell Inc
- Robert German, Rochester Institute of Technology
- Raymond Glynn, Arrow Value Recovery
- Jean-françois Rioux, Le Sextant inc.
- Renee St. Denis, Hewlett Packard
- Kenneth Turner, HP
- Joe Walden, University of Kansas

## REGIONAL CHAPTERS

### AFRICA

Chairperson: Craig Plowden, Revlogs (Pty) Ltd  
Coordinator: Elena Renard, Reverse Logistics Association

- Craig Plowden, Revlogs (Pty) Ltd

### APAC

Co-Chairperson: Balachandar Subramaniam, Ericsson

Co-Chairperson: Haozhe Chen, East Carolina University  
Coordinator: YE ZHAO, East Carolina University

- Hitendra Chaturvedi, RLC
- Haozhe Chen, East Carolina University
- Mohan Kumar D, Hewlett-Packard
- Kenichi Kato, Katotech
- Ashok Parasuram, USPS
- Ian Rusher, Cisco
- Yogesh Sarin, Dell India Pvt Ltd
- Ye Zhao, East Carolina University

## BRASIL

Chairperson: Felipe Ortiz, Grupo Pão de Açúcar

Co-Chairperson: Melissa Silva, Brazil Postal Service

Coordinator: Raphael Lima Siqueira, FATEC

Coordinator: Giovana Salvatore, FATEC

- Djalma Barbosa, Dell, Inc.
- Marco Antonio Bendin, Correios
- Sofia Bianchi, Cranfield University
- Orlando Cattini Junior, FGV
- Paulo Gomes, Flextronics Global Services
- Franklin Jimenez, Jabil
- Marcus Karten, Arvato Services
- Luciana Lacerda, HP
- Raphael Lima Siqueira, FATEC
- Ricardo Magioni, Dell
- Felipe. Ortiz, Grupo Pão de Açúcar
- Paulo Sader, Microsoft
- Marcio Silva, Philips
- Melissa Silva, Brazil Postal Service

## EUROPE

Chairperson: Charlie O Shaughnessy, Intel

Co-Chairperson: Derek Scott, Canon

Coordinator: Elena Renard, Reverse Logistics Association

- Marcus Karten, Arvato Services
- Chris Leigh-browne, Arvato
- Dave Moloney, Google
- Charlie O Shaughnessy, Intel
- Ian Rusher, Cisco
- Derek Scott, Canon

## LATIN AMERICA

Chairperson: Guillermo Fernández Dejáuregui, ONILOG

- Guillermo Fernández Dejáuregui, ONILOG

## NORTH AMERICA

- Michael Blumberg, Blumberg Advisory Group, Inc.

# 5 Traits Essential for Sustainability Leadership

By Katie Kross and Koji Kitazume, Duke University

Sustainability is a career field that is beginning to mature. Ten years ago, there were few dedicated jobs with sustainability in the title. Professionals who were passionate about this management issue often found themselves creating their own job descriptions. Those early adopters paved the way for new career paths—and often whole new departments—of sustainability practitioners. Over time, those roles have evolved, with new insights about where and how sustainability fits into a corporate organization and what makes a sustainability executive successful in the role.

We wondered: **what skills does today's sustainability manager require?** At Duke University's Fuqua School of Business, we have a vested interest in the answer. Duke is one of the few universities to offer a 3-year business and environment graduate joint degree. The students who complete our MBA/Master of Environmental Management program finish armed with a great deal of technical skills, a blue-chip pedigree, and a grand desire to change the world—often in a sustainability role at a corporation, consultancy, or nonprofit. As educators, we wanted to know: are we successfully preparing these graduates for leadership roles in this field? What makes a sustainability leader effective?

To get the answers, we spent some time this summer conducting interviews directly with hiring managers. We had in-depth discussions with 10 companies—ranging from environmental conservation organizations and boutique sustainability consultancies to large sustainability departments at Fortune 50 companies.



Here are five attributes that stood out.

**1. A diverse background.** In many MBA career fields, employers like to see a clear corporate-ladder progression on a candidate's resume. We were surprised to hear some sustainability employers say they look for the opposite. "One of the markers of a strategic sustainability thinker I look for is a diverse background across sectors, industries, companies, functions, or projects," said Kirk Myers, Corporate Social Responsibility Manager at REI. "It doesn't have to be a formal job and can be filled out by class projects, or particularly internships, but that

portfolio of experience is important." Another hiring manager told us that candidates who have both nonprofit and for-profit experience on their resumes stand out in her reviews.

**2. Specialization.** Even as breadth of experience is valued, so too is depth in a particular area of sustainability. As larger companies have begun to grow their sustainability departments from a staff of one to several, there are increasingly specialized roles available to MBAs entering these departments. Candidates with specific expertise—for instance, public reporting, data analytics, or lifecycle analysis (LCA)—can increasingly find sub-specialized roles within sustainability departments. Valeria Orozco, Manager of Sustainability Services at Accenture told us: "As sustainability matures, people are looking for experts, and you want to be known as that person that can do LCA or Scope 3 [greenhouse gas reporting] or whatever that might be. Because when a request for proposals drops, if we know you're the expert, we're going to bring you in."

**3. Ability to envision solutions.** Sustainable solutions often require fundamentally new ways of thinking about

existing systems and processes. Truly great sustainability leaders come at challenges thinking about a problem from square one: what is the need I am trying to address? Can it be addressed in a completely different way—as an innovation rather than a trade-off? Many of our respondents cited systems thinking and design thinking as critical skills for sustainability experts, and said they value formal training or coursework in these disciplines. Amidst a rapidly changing world, sustainability executives must be able to envision business solutions in radically new ways.



who's tough as nails. Changing a company's business practices—whether that's convincing your firm's operations department to handle purchasing differently or pushing new metrics to supply chain partners—

**4. Ability to lead change.** Sustainability hirers also frequently mention the need for "change agents." That term sounds warm and fuzzy, but underneath, it requires someone



requires persistence, ingenuity and salesmanship. "A successful corporate sustainability professional needs to be comfortable in situations where he or she is not the most popular person in the room, in order to truly influence and change systems and processes," said Lisa Shpritz, SVP, Environmental Operations Executive at Bank of America. Sustainability practitioners tell us that the ability to influence, even—or especially—where they don't have direct authority is crucial to their job. Systemic change often becomes a multi-stakeholder engagement, requiring collaboration with supply chain partners, NGOs, government, academia, and sometimes even competitors.

## Industry Events



### Workshops: Mexico City 2013

October 16, 2013

### Seminar: Mexico City 2013

October 17, 2013

### Conf & Expo: India 2013

December 2-4, 2013

### RLA@ CES 2014

January 7-10, 2014

### Workshops: CES 2014

January 9, 2014

### Workshops: Las Vegas 2014

February 10, 2014

### Conf & Expo: Las Vegas 2014

February 10-13, 2014

### Conf & Expo: Amsterdam 2014

June 17-19, 2014

### Conf & Expo: São Paulo 2014

August 5-7, 2014



**5. Business acumen.** “The ability to understand business models—not just reputational and bottom line efficiency benefits, but also how companies make money off of sustainable products and services—that’s really a big difference, and a lot of people we see don’t have that,” says Truman Semans, Principal at the consultancy GreenOrder. No matter how passionate you are about environmental issues, the key to convincing a business audience is convincing them in business terms. That means a manager going into a sustainability role must have a deep understanding of the company, its competitive context, and its business processes. Want to “sell” sustainability to your stakeholders? Be sure you can sell it in business terms—whether that means financial benefits, operational efficiencies, brand equity, competitive advantage, or employee retention.

As organizations move up the sustainability maturity curve, their issues become increasingly complex. In many firms, the “low-hanging fruit” of sustainability solutions has already been captured. The issues that companies are wrestling with now require creative solutions and dramatically different ways of thinking about business. Developing, implementing, and scaling up such solutions often requires multi-stakeholder engagement—whether the issue is on the organization level, supply chain level, industry level, or global level. And businesses are

now looking for sustainability approaches that provide opportunities for top-line growth, not just operational cost savings.

In such a complex landscape, there’ll be growing demand for creative problem-solvers. That means continued opportunities for well-rounded MBAs with a passion for sustainability, a business-savvy view of the long term, and the will to lead change. RLM



Katie Kross is managing director of the Center for Energy, Development, and the Global Environment (EDGE) at Duke University’s Fuqua School of Business. She is also the author of *Profession and Purpose: A Resource Guide for MBA Careers in Sustainability*. She holds an MBA from UNC-Chapel Hill.

Koji Kitazume is an independent consultant with more than a decade of global business experience in the technology services industry. He earned his MBA and Master of Environmental Management joint degree from Duke University.



# WHAT IS THE REVERSE LOGISTICS ASSOCIATION?



To view this video without iTunes:  
<http://www.youtube.com/watch?v=lmqPO4r5XF4>

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.

# IMPLEMENTACIÓN DE POLÍTICAS PÚBLICAS EN LA LOGÍSTICA INVERSA

Proyecto "Ciudad Jardín Bicentenario", Municipio de Nezahualcóyotl Edo. De México

## RESUMEN

La Implementación de políticas públicas en el caso Ciudad Jardín Bicentenario se presenta en el contexto del ámbito municipal; este proyecto se realizó con la participación de los dos niveles de gobierno: Estatal y Municipal; así como con la colaboración de la iniciativa privada para el logro de un objetivo común, el reaprovechamiento de espacio destinado a los tiraderos de basura que se encuentran a cielo abierto,



siendo altamente contaminante peligrosos y nocivos, para los más de un millón y medio de habitantes del Municipio de Nezahualcóyotl, como un detonante económico en la zona oriente del Estado de México. se analizó entorno y la complejidad de la Acción Conjunta que involucra a diversos actores políticos y sociales. La metodología empleada es de tipo cualitativa por lo que no emplea instrumentos cuantitativos para medir variables económicas, en cambio es de vital importancia la información de los actores clave de este proyecto. El alcance pretendido es el análisis, y se desagregaron las partes del fenómeno para el estudio de sus características.

## INTRODUCCIÓN

En el presente trabajo se abordan cuestiones relacionadas con la transformación del tiradero de basura de más de 100 hectáreas, ubicado en la zona denominada Bordo de Xochiaca, Municipio de Nezahualcóyotl, Estado de México, que fue transformado en un complejo comercial y deportivo, mediante la implementación del Proyecto Ciudad Jardín Bicentenario.

El problema radica en que más allá de las buenas intenciones, contar con un marco legal adecuado, financiamiento suficiente y el acuerdo expreso de los representantes de las dependencias involucradas, la implementación del Proyecto Ciudad Jardín Bicentenario ponía en perspectiva problemas para su realización; ya que los usuarios originarios veían de entrada la cancelación de su forma de vida, dicho de otro modo, en torno a un mismo espacio geográfico convergían intereses diferentes, representados por actores con visiones del mundo diferentes; por ello el problema que atañe a la presente investigación se puede expresar mediante las siguientes preguntas:

- ¿CUÁLES SON LOS PROBLEMAS DE IMPLEMENTACIÓN QUE SE GENERARON EN LA REALIZACIÓN DEL PROYECTO CIUDAD JARDÍN BICENTENARIO?
- ¿CÓMO FUE ATENDIDA LA COMPLEJIDAD DE LA ACCIÓN CONJUNTA, EXPRESADA POR LA PRESENCIA DE DIVERSOS ACTORES, CON INTERESES DIFERENTES SOBRE UN MISMO ESPACIO GEOGRÁFICO?

## El objetivo general del presente trabajo principalmente se basó en:

- Caracterizarlas relaciones entre los diferentes actores involucrados en el Proyecto Ciudad Jardín Bicentenario.
- Analizar cómo se da el ensamblaje de intereses de los implicados en el proyecto.
- Identificar un conjunto de actividades individuales y organizativas que se presentan a través del proceso de implementación y que han venido a transformar las conductas en el marco del marco de un contexto establecido por los actores político y social.

## Proyecto Ciudad Jardín Bicentenario.

En nuestro país, los gobiernos en el ámbito municipal, se han distinguido por dirigir su mayor actividad a la prestación de servicios públicos. La mayor actividad económica; así como la pluralidad política y la alternancia de los gobiernos federales, estatales y municipales que está viviendo el país ha exigido en las últimas décadas una amplia autonomía en el ámbito local.

En un área total de 110 hectáreas, está ubicado el tiradero de basura "Neza 1", que cuenta con 64 hectáreas de extensión, y

## Read the Press



### Bus adverts see rise in WEEE recycling

09 October 2013 – DHL Supply Chain, in collaboration with the county council, started the campaign in July with two superhero-themed back-of-bus advertisements encouraging residents in the area to recycle their unwanted WEEE.

[Full Article](#)

### Denmark to double household recycling by 2022

09 October 2013 – According to Danish environment minister Ida Auken, there will be a six-fold increase in the amount of food waste recycled by households to 300 000 tonnes by 2022. In the restaurant and retail sectors, the use of this waste for biogas production will quadruple by 2018.

[Full Article](#)

### Ingram Micro Goes "Mobile" in Latin America

8 October 2013—Ingram Micro Mobility Expands to LATAM, Provides Customers Unique Channel Reach

[Full Article](#)

### New Toy Manufacturing in Rogers announced by Governor Mike Beebe, Redman & Associates and Walmart

07 October 2013 – Governor Mike Beebe, Redman & Associates, a leading manufacturer of ride on toys, and Walmart today announced that Redman will open a new manufacturing and distribution facility in Rogers, Ark., that will produce six volt battery-powered ride on toys exclusively for Walmart. Redman, based in Bentonville, will invest \$6.5 million in the facility, which will employ 74 people.

[Full Article](#)

### Study: Reusable cold chain pharma packs 'greener' than single use

04 October 2013 – Reusable shippers result in less of an environmental impact versus single-use packaging for temperature-sensitive pharmaceutical products, especially at high volumes.

That's the conclusion of a study undertaken in 2012 by thermal protection packaging provider Minnesota Thermal Science (MTS) in cooperation with The University of Minnesota College of Science & Engineering. Results of the study were shared by former university student Kai Goellner, now Manufacturing Engineer at MTS, at the 11th

Annual Cold Chain GDP & Temperature Management Logistics Global Forum, held in Chicago Sept. 30 to Oct. 5.

[Full Article](#)

### Huge Potential for E-Waste Recycling Growth in Europe

04 October 2013 – With waste electrical and electronic equipment (WEEE) comprising the fastest growing waste stream in Europe, combined with rising prices and increasing scarcity of precious metals, there is a huge opportunity for e-waste recyclers in Europe, according to a new report by market analysts Frost & Sullivan.

[Full Article](#)

### New bio-plastic promises e-waste reduction

04 October 2013 – New fully biodegradable polymer has been developed that can be used to manufacture electrical circuits, thus reducing the amount of electronic waste.

[Full Article](#)

### Scotland plans circular economy Aims to reduce dependency on raw materials

03 October 2013 – SCOTLANDS environment minister has announced a new plan to significantly reduce its waste and create a circular, zero waste economy.

[Full Article](#)



de manera adyacente, un centro deportivo de 46 hectáreas. Con más de 40 años de vida, recibiendo un volumen de basura generado por cascajo y residuos de 12,050,000 metros cúbicos (doce millones cincuenta mil metros cúbicos ) considerando un peso aproximado de 9,600,000 toneladas de basura, con una altura de hasta 13 metros arriba de nivel del suelo.

### Metodología

La metodología empleada en la presente investigación no emplea instrumentos cuantitativos para medir variables, en cambio es de vital importancia la información de los actores clave de este proyecto. El alcance pretendido es de análisis, fueron desagregadas las partes del fenómeno para estudiar sus características. El marco de análisis es provisto por la disciplina de las políticas públicas, específicamente de implementación.

### IMPLEMENTACIÓN DEL PROYECTO CIUDAD JARDÍN BICENTENARIO EN EL MUNICIPIO DE NEZAHUALCÓYOTL

La participación de los diferentes actores en el Proyecto Ciudad Jardín Bicentenario (P(cjb)) fue acotada, si bien es cierto se presentaron un número mayor de actores como se establece en la Tabla 1 en donde se muestra la relación de estos con el programa, la perspectiva y los objetivos que tuvieron así como el grado de importancia en el que se participa dentro del el proceso de la implementación de esta políticas públicas.

### Complejidad de la Acción Conjunta en la Implementación del Proyecto Ciudad Jardín Bicentenario.

La complejidad de la acción conjunta como modelo se presentó al inicio de la implementación del P(cjb) se vislumbró un arranque no tan sencillo ya que se tornó complejo cuando algunos actores como los pepenadores del tiradero de basura, integrantes de las ligas deportivas y tianguistas de autos instalados en el Bordo de Xochiaca tenían perspectivas e intereses distintos a los empleadores que fueron los empresarios y el Ayuntamiento, que a través de sus

diferente áreas mostraron un sentido alto de urgencia para la implementación del proyecto, ya que obtendrían beneficios políticos, económicos y sociales a corto plazo que podría detenerlos si el recurso financiero y parte los permisos legales los tenían sin embargo la perspectiva de los que se oponían era de otra índole, se vería afectado el patrimonio de los pepenadores de basura y por parte de las ligas de deportes y tianguis de autos serían intereses económicos y políticos.

### Primer Etapa

Es importante señalar que en la zona oriente del Estado de México se han presentado proyectos interesantes en relación a la implementación de los mismos, como fue el caso del proyecto para la construcción del Aeropuerto de la Ciudad de México en el municipio de Atenco en el Estado de México en el año 2006, no obstante la implementación del mismo no se concluyó por cuestiones políticas, sociales, agrarias, jurídicas entre otras; falta de negociación y acuerdo por parte del gobierno del entonces presidente Vicente Fox Quezada y los ejidatarios de municipio de Atenco, cuyo proyecto en lugar de generar algún beneficio político y económico para los gobiernos Federal y Estatal respectivamente concluyó con una deslegitimación y descontento hasta la fecha de los mismos.

### Segunda Etapa.

Si bien es cierto como se presentó en la primera parte del tercer capítulo de la presente investigación se tuvieron algunos problemas, dichos problemas o conflictos se fueron modificando en su caso solucionando en el desarrollo de las diferentes etapas, se tuvo la necesidad de ir ajustando las acciones mediante acuerdos, voluntades y negociaciones de manera constante entre los empresarios que fueron los administradores , implementadores y los que tomaron las grandes decisiones para poder llevar dichas acciones, se presentaron en los espacios en donde los participantes los diferentes actores políticos y sociales competían por obtener ventajas derivadas del ejercicio de su poder.

De acuerdo a este funcionario de gobierno municipal (Lic. Martín Rosales) el P(cjb) nace del cierre de un lugar insalubre para poderse aprovechar el terreno de 110 hectáreas. Surge para coadyuvar a un mejor desarrollo por parte de un empresario, pese a que la idea no estaba clara desde el inicio, poco a poco se va modificando hasta llegar a consolidar, “La continuidad también dio su paso coadyuvante, el hecho de que Arturo Montiel haya sido sustituido por Peña Nieto, que era Diputado Local del PRI en ese Congreso y haya también formado parte del gabinete de Arturo Montiel como Secretario, eso también le dio cierta facilidad. Esa continuidad de Montiel a Peña, esa continuidad de Luis Sánchez Jiménez a Víctor Bautista López; que Víctor Bautista”. Integrante del Consejo Consultivo.

### Beneficios de la implementación del P(cjb) en el Municipio de Nezahualcóyotl.

No hay la menor duda que hay beneficios sociales, políticos, culturales, ecológicos, económicos entre otros para la mayoría de la población del Municipio de Nezahualcóyotl, y los municipios colindantes a este así como algunas delegaciones del Distrito Federal de igual manera los actores políticos y sociales que tuvieron una participación en la ejecución del P(cjb), así que la Zona Oriente fue beneficiada con este proyecto cuya historia todavía no termina, ya se verá en los próximos años cuál será el balance para la evaluación de dicho proyecto.



En definitiva, parte de la dinámica económica se expande, como las ondas concéntricas del agua, muchos sectores que no estaban considerados

dentro de los beneficios del proyecto de Ciudad Jardín Bicentenario, analizando los componentes sociales, destacan

en primer término los habitantes cercanos, quienes dejaron de sufrir las añejas molestias del tiradero a cielo abierto, aunado a que ahora en la cercanía de su hogar, puede salir de compras, al cine, a comer, o simplemente a dejar pasar el tiempo frente a los aparadores, sin adquirir nada. Inclusive se destaca la posibilidad de adquirir un empleo, aunado al compromiso de que los administradores de este mega proyecto, se



comprometieron a impartir cursos de capacitación a los habitantes de esa región, para que sean la fuerza laboral que ocupen los empleos generados.

De la misma manera otro sector beneficiado, son los jóvenes, quienes ahora tienen un espacio de convivencia social, con mayor seguridad, con la posibilidad de entablar relaciones de amistad o de relaciones interpersonales con otros asistentes, es decir encontraron un espacio donde pueden interactuar,

# Is your company being Robbed?

Up to 3-15%  
of your bottom line  
may be under attack.



To learn more visit: [www.RLA.org](http://www.RLA.org)

practicar su consumismo, o la recreación, ver una película, o simplemente caminar entre los pasillos y mirar aparadores. El beneficio obtenido es amplio, generacional, cotidiano y con presencia permanente a largo plazo.

De igual manera se establecen convenios con la organización de deportistas en el mantenimiento y mejoramiento de las canchas deportivas que se encuentran en la avenida Bordo de Xochiaca ya que no todos han querido ocupar las instalaciones de la Deportiva. En cuanto a los tianguistas de autos se les asignó un espacio en la Deportiva Telmex Bicentenario, siendo que una parte de ellos ya ocupan dicho espacio, sin embargo van surgiendo nuevos grupos de vendedores de autos que son los que actualmente ocupan los espacios públicos de la avenida Bordo de Xochiaca.

## CONCLUSION

La implementación del P(cjb) como políticas públicas, tiene varias vertientes, ya que resultó exitosa para el Gobierno Estatal, en un primer momento para el Gobernador Arturo Montiel(1995-2005) que en su momento fue una promesa de campaña y Enrique Peña Nieto (2005-2011) respectivamente, en la gestión de este último es cuando se ejecuta el P(cjb),logrando la búsqueda de posiciones políticas más sólidas y a mayor plazo, y con el proyecto mostraron a la población local de Ciudad Nezahualcóyotl, que se alcanzaba el cumplimiento de uno de los compromisos de campaña, entonces para ellos sí fue un éxito esta políticas públicas.

Otro aspecto fundamental fue el recurso financiero por más de 150 millones de dólares por parte de los empresarios del grupo CARSO que permitió el desarrollo de dicho proyecto, cuyo recurso era limitado y manejado por los empresarios.

Finalmente la implementación permitió obtener casos exitosos o de fracaso por no tener una vinculación de tipo social, el éxito de la implementación se debió a que se dio un proceso negociador entre aquellos que llevaron la política en su aplicación, entre aquellos que tuvieron voluntades y disposición de manera práctica, así como todos aquellos actores de los que dependió la ejecución de los ajustes en cada etapa del proyecto permitiendo llegar a buen término la acción es que tuvieron que ir construyendo o reconstruyendo día a día transformando todos aquellos trabajos que se diseñaron en un inicio en el escritorio, sin dejar a un lado el papel de los empresarios que tuvieron una alta capacidad de incidir de manera política y sobre todo económicamente, cuyos intereses indudablemente serían mayores. RLM

## BIBLIOGRAFÍA

Anaya, Lilián Los 10 municipios con más habitantes por kilómetro. México: El Universal, 29 -12-2010.

Aguilar, V, Luis F. (1992). El Estudio de las políticas públicas. Colección

Antologías de Políticas Públicas. Ed. Porrúa. México.

Álvarez, J (2004). Como hacer investigación cualitativa, Fundamentos y Metodología, Paidós, México

Ayoub P. José Luis. (2008). Factores de éxito en la implementación de un gobierno de calidad: el caso mexicano de la secretaría de comunicaciones y transportes. Rev. Enfoques. Vol. VI, número 009 Universidad Central de Chile.

Ayuntamiento de Ciudad Nezahualcóyotl. Reseña Histórica; Nezahualcóyotl, Estado de México: H. Ayuntamiento de Ciudad Nezahualcóyotl. 30-12-2010.

Boletín Políticas públicas Hoy Número 8. Departamento Nacional de Planeación, Sistema Nacional de Evaluación de Gestión y Resultados. República de Colombia 2010.

Baradach. E. (1997), The diversion of resources, en The Implementation Game: What Happens After a Bill Becomes a Law, Massachusetts Institute of Technology.

Baradach. E. (1988) Los ocho pasos para el análisis de políticas públicas, CIDE; México.

Canto. C.M., (2002). Introducción a las políticas públicas. Participación ciudadana y políticas públicas en el municipio, México.



**Autores: José Antonio Valles Romero.**

Doctor en Logística y Transporte (PhD.), Maestría en Ingeniería, Ingeniero Civil y Maestro en Ciencias. Miembro del Sistema Nacional de Investigadores del CONACYT, Profesor Investigador de tiempo completo en la Universidad Autónoma del Edo. de

México, en la Unidad Académica Profesional Nezahualcóyotl, en la licenciatura en Ingeniería en Transporte. Autor de los libros logística y transporte multimodal y Logística Inversa, Premio Nacional en Logística, otorgado por la Secretaria de Comunicaciones y Transportes y la Secretaria de Economía, México, Tel. (55) 51 12 63 72, ext.7972, avallesdoc@gmail.com

**Ma.Teresa Cruz Patiño,** Maestra en Ciencias Políticas y Administración Pública, Profesora de Tiempo completo en la Universidad Autónoma del Edo. de México, Unidad Académica Profesional Nezahualcóyotl, materesa\_cp@yahoo.com.mx.



The logistic is a new reality in Brazil. It's in law.

In PARANÁ state, the Association of Chemical and Pharmaceutical Industry is ahead.

The association organizes enterprises that represents and articulates world stocks.

Only on this segment is over than 700 industries involved.

The strong performance of SINQFAR makes the process forward.

Want to know more about logistic reverse process in Brazil.

Visit [www.sinqfar.org.br](http://www.sinqfar.org.br)



# IMPLEMENTATION OF PUBLIC POLICIES IN THE REVERSE LOGISTICS

Proyecto "Ciudad Jardín Bicentenario", Municipio de Nezahualcóyotl Edo. De México

## SUMMARY

The implementation of public policies in the case of Ciudad Jardín Bicentenario arises in the context of the municipality scope; this project was carried out with the participation of the two levels of government: State and Municipality; as well as with the collaboration of the private sector for the achievement of a common objective, the reuse of space in landfills for waste disposal that are open, highly contaminating, hazardous and noxious, for more than one and a half million inhabitants of the municipality of Nezahualcóyotl, as a trigger to the economy in the eastern area of the State of Mexico. The environment and the complexity of the joint action that involves different political and social were analyzed. The methodology used is a qualitative type, so it does not employ quantitative instruments for measuring economic variables; instead it is of vital importance the information of the key stakeholders in this project.



The intended scope is the analysis, and the parts of the phenomenon are disaggregated for the study of their characteristics.

- What are the problems of implementation that were generated in the completion of the Ciudad Jardín Bicentenario project?
- How was the complexity of the joint action addressed, expressed by the presence of various people, with different interests in the same geographical space?

The overall objective of this work was mainly based on:

- Characterize the relationships between the different people involved in the Ciudad Jardín Bicentenario project.
- Analyze the conjunction of interests of those involved in the project.
- Identify a set of individual and organizational activities that occur through the implementation process and have come to transform the attitudes within the framework of a context established by the political and social people involved.

## Ciudad Jardín Bicentenario Project

In our country, the governments at the municipal level have distinguished themselves by directing their greatest activity on the provision of public services. The major economic activity; as well as the political plurality and the alternation of Federal, State and Municipal governments that the country is living in has demanded in recent decades a broad autonomy at the local level.

The garbage dump "Neza 1" is located in a total area of 110 hectares, featuring 64 hectares of expansion, and adjacent, a sports center of 46 hectares, over 40 years old, receiving a volume of trash generated by rubble and waste of 12,050,000 cubic meters (twelve million fifty thousand cubic meters), with an approximate weight of 9,600,000 tons of trash, with a height of 13 meters above ground level.



## INTRODUCTION

In the present work issues are addressed that relate to the transformation of the dump over 100 hectares, located in the area known as Bordo of Xochiaca, Municipality of Netzahualcoyotl, State of Mexico, which was transformed into a complex commercial and sports center, through the implementation of the Ciudad Jardín Bicentenario project.

The problem is that beyond good intentions, having an appropriate legal framework, sufficient funding and the express agreement of the representatives of the agencies involved, the Ciudad Jardín Bicentenario project implementation put in perspective the problems for its completion; Since the original users saw from the beginning the end to their way of life, other words, around the same geographical space converged different interests, represented by people with different visions of the world; therefore the problem concerning this current research can be expressed by the following questions:

## Methodology

The methodology used in the present investigation does not employ quantitative instruments for measuring variables; instead the input of the key people in this project is of vital importance. The intended scope was to analyze parts of the phenomenon that were disaggregated to study their characteristics. The framework of the analysis is provided by the discipline of the public policies, specifically those of implementation.

## IMPLEMENTATION OF THE PROJECT CIUDAD JARDÍN BICENTENARIO IN THE MUNICIPALITY OF NEZAHUALCÓYOTL

The participation of the different people in the Ciudad Jardín Bicentenario project (P (cjb)) was bounded, while it is true that a larger number of people presented themselves as a set in table 1 where their relationship with the program, the perspective, and the objectives is shown, as well as the degree of importance which is involved inside of the process of the implementation of this policy.

## Complexity of the joint action in the implementation of the Ciudad Jardín Bicentenario project

The complexity of the joint action as a model arose at the beginning of the implementation of the P (cjb) envisioned a not-so-simple start since it became complex when some

people such as the pickers of the garbage dump, members of the sports leagues and stall vendors of installed cars in the Bordo of Xochiaca had different perspectives and interests to the employers who were the entrepreneurs and City Hall through its different areas, showed a high sense of urgency for the implementation of the project, since they would get political, economic and social benefits in the short-term that could stop them if the financial resources and part of the legal permissions which they already had, however the perspective of those who opposed it was different, it would affect the economic well-being of the garbage pickers and on the other hand, the interests of the sports leagues and the stall vendors of cars would be economic and political.

## First stage

It is important to note that in the Eastern area of the State of Mexico there are interesting projects have been presented in relation to the implementation of the same, as it was the case of the project for the construction of the airport of the City of Mexico in the municipality of Atenco in the State of Mexico in the year 2006, however, the implementation was not completed for political social, agricultural and legal reasons; among others; there was a lack of negotiation and agreement by the Government of then-President Vicente Fox Quezada and the commoners of municipality of Atenco, whose project rather than generating any political and economic benefit to the Federal Government and State Government respectively, concluded with a delegitimization and discontent that lasts to date.

## RECYCLE A PHONE, ADOPT A TREE.



In late 2007 NEWtrees was formed as a joint initiative by WWF Indonesia, Nokia and Equinox Publishing. In that time Nokia has sponsored the planting of more than 130,000 trees in Sebangau, Rinjani and Chilung National Parks, Indonesia. Applying geo-tag technology using HERE maps people monitor the trees growth in an innovative way while helping re-forest these protected national parks.

If you are interested in helping out with this program, bring your unwanted cell phone to the next RLA event and look for the Nokia drop box to donate your phone, plant a tree, help protect our environment.



REVERSE  
LOGISTICS  
ASSOCIATION  
CONFERENCE  
& EXPO

## Second stage

While it is true as it was presented in the first part of the third chapter of this research there were some problems, these problems or conflicts were modified by solving them in the different stages of development, there was the need to adjust actions through agreements, wills, and negotiations on a constant basis between employers who were administrators and implementers and those who took major decisions to carry out such actions, there arose in the areas where political and social stakeholders and participants competed to obtain gains from the exercise of its power.

According to the official municipal government (LIC.Martin Rosales) P (cjb) from the closure of an unhealthy place the possibility is created to be able to take advantage of the 110 hectares of land. It arises to contribute to a better development by a businessman, even though the idea was not clear from the start, little by little it changes to consolidate, "Continuity also ushered its adjuvant, the fact that Arturo Montiel has been replaced by Peña Nieto, who was the PRI representative in Congress and has also formed part of the Cabinet of Arturo Montiel as Secretary" That also gave it a certain facility. This continuity of Montiel to Peña, and the continuity of Luis Sánchez Jiménez to Victor Bautista Lopez; as Victor Bautista" Member of the Advisory Council

## Benefits of the implementation of the P (cjb) in the municipality of Nezahualcóyotl

There is no doubt that there are social, political, cultural, ecological and economic benefits, among others, for the majority of the population of the municipality of Nezahualcóyotl, and to the adjacent municipalities, as well as for some delegations of the Federal District, in the same way the political and social people that had a stake in the implementation of the P (cjb), so that the Eastern area was benefited by this project, whose history still does not end, we will see in the coming years what will be the balance for the evaluation of this project.

Definitely, part of the economic dynamics expand, as concentric waves of water, and many sectors that were not included in the benefits of the project Ciudad Jardín Bicentenario, analyzing the social components, highlight in first place the nearby residents, who stopped suffering from the old issues they had concerning the open dump, coupled with that now in the vicinity of their home they can go shopping, go to the cinema, eat out, or simply pass the time in front of the displays, without purchasing anything. There is even the possibility of getting employment, coupled with the commitment of those administrators of this mega project, who have pledged to provide training courses to the inhabitants of that region, they become a labor force that can occupy the jobs that are generated.

In the same way, other sectors benefited, such as young people, who now have a place to socialize, with greater security, and with the possibility of entering into friendly relationships or interpersonal relationships with other workers, i.e. find a space where they can interact, engage in shopping or recreation, watch a movie, or simply walk through the halls and look at displays. The earned benefits are great, generational, every day and with a permanent presence in the long term.

In the same way agreements are made with the organization of athletes in the maintenance and improvement of the



sports fields found on the Bordo of Xochiaca Avenue, since not all have wanted to deal with the sports facilities. As for the stall vendors of cars, they were assigned a space in the sports complex, Telmex Bicentenario, as part of them already occupied part of that space, however there are emerging new groups of sellers of cars that are those who currently occupy the public spaces of the Bordo of Xochiaca Avenue.

## CONCLUSION

The implementation of the P (cjb) as public policy, has several aspects, since it turned out successful for the State Government, at first for Governor Arturo Montiel (1995-2005) who at the time made a campaign promise and Enrique Peña Nieto (2005-2011), respectively, under the management of the latter is when the execution of the P (cjb) occurred, making the search for stronger and longer political positions a reality and the project showed the local population of Ciudad Nezahualcóyotl, which fulfilled one of the campaign promises, then for them . It was a success of public policy.

Another fundamental aspect was the financial resource for more than \$150 million in by businessmen from the CARSO group, which allowed the development of this project, whose resources were limited and managed by entrepreneurs.

Finally the implementation allowed for cases of success or failure, for not having a social bond, the success of the implementation was due to the fact that it was performed under a negotiation process between those who took a

political approach to its implementation, including those who had the desire and disposition to be practical , as well as all those people on whom depended the implementation of the adjustments at each stage of the project, allowing it to reach fruition, the action that they had to build or rebuild day by day, transforming all those jobs that were designed in the beginning on the desktop, without leaving aside the role of the businessmen who had a high capacity to influence politically and especially economically, whose interests would undoubtedly be higher.

RLM



## BIBLIOGRAPHY

Anaya, Lilián Los 10 municipios con más habitantes por kilómetro. México: El Universal, 29 -12-2010.

Aguilar, V, Luis F. (1992). El Estudio de las políticas públicas. Colección Antologías de Políticas Públicas. Ed. Porrúa. México.

Álvarez, J (2004). Como hacer instigación cualitativa, Fundamentos y Metodología, Paidós, México

Ayoub P. José Luis. (2008). Factores de éxito en la implementación de un gobierno de calidad: el caso mexicano de la secretaría de comunicaciones y transportes. Rev. Enfoques. Vol. VI, número 009 Universidad Central de Chile.

Ayuntamiento de Ciudad Nezahualcóyotl. Reseña Histórica; Nezahualcóyotl, Estado de México: H. Ayuntamiento de Ciudad Nezahualcóyotl. 30-12-2010.

Boletín Políticas públicas Hoy Número 8. Departamento Nacional de Planeación, Sistema Nacional de Evaluación de Gestión y Resultados. Republic de Colombia 2010.

Baradach. E. (1997). The diversion of resources, en The Implementation Game: What Happens After a Bill Becomes a Law, Massachusetts Institute of Technology.

Baradach. E. (1988) Los ocho pasos para el análisis de políticas públicas, CIDE; México.

Canto. C.M., (2002). Introducción a las políticas públicas. Participación ciudadana y políticas públicas en el municipio, México.



**Authors: José Antonio Valles Romero. Ph.D.** in logistics and transportation, Masters in Engineering, Civil Engineer and Master in Sciences. Member of the National System of Researchers of CONACYT, Full-Time Research Professor at the University Autonoma of Edo. of Mexico in the academic division of Unidad Académica

Profesional Nezahualcóyotl, a Bachelor of Engineering in Transportation, Author of books on multimodal logistics and transport and reverse logistics, National logistics award winner, awarded by the Ministry of communications and transport and the Ministry of Economy, Mexico, Tel (55) 51 12 63 72, ext. 7972, avallesdoc@gmail. Com

**Ma. Teresa Cruz Patiño**, Master in Political Science and Public Administration, full-time teacher at the Universidad Autónoma del Edo Mexico Unidad Académica Profesional Nezahualcóyotl materesa cp@yahoo. com. mx.

## Money Talks

**Samsung Electronics Co., Ltd. today announced its earnings guidance for the third quarter of 2013.**

[Full Article](#)

**Logistics startup Delhivery raises close to \$5M in Series B from Nexus Venture Partner**

[Full Article](#)

**General Atomics ASI Receives 2 Army Contracts Worth \$156.8M**

[Full Article](#)



# Remanufactured Products: A New Business Model For Light-Vehicle OEMs (Part 2 of 3)

by Ron Giuntini

In part II of this article, an overview of the following five of nine elements of this new business model will be discussed:

1. Who is the customer?
2. What is the value proposition for the customer?
3. What are the channels employed to deliver the value proposition to the customer?
4. How are customer relationships established and maintained with the customer?
5. What are the revenue streams?
6. What are the key processes that deliver a value proposition?
7. What key resources are required to be employed in the processes?
8. What are the key sources-of-resources employed in the process?
9. What is the cost structure?

## 1. Who is the customer?

The target market for this new business model is light-vehicle fleet operators. Currently this segment acquires an estimated 10-15% of all newly manufactured light-vehicles (Figure 1) or an estimated 1-2 million vehicles per year.

The fleet operators are hourly rental subscription service providers (i.e. Zip cars), daily-rental enterprises (i.e. Enterprise), utilities (i.e. Verizon), governmental agencies (i.e. GSA), leasing operators (i.e. Penske), multi-location corporations (i.e. GE) and others. The Big-3 often sell directly to the larger operators, but their dealer networks sell directly to the smaller fleet operators. One point in common for all fleet operators is that the value

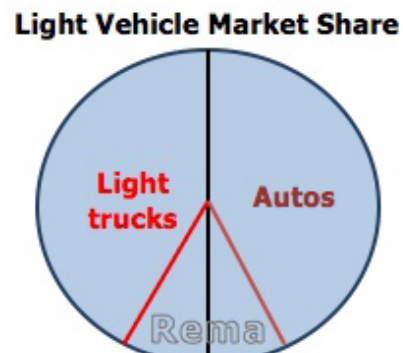


Figure 1

of their acquisition is reflected upon a balance sheet, with a depreciation schedule.

## 2. What is the value proposition for the customer?

The objective of a fleet operator is to minimize Total Ownership Cost [TOC], which is driven by the [(acquisition cost minus residual value) + (operating costs) + (product support costs)]. It is estimated that a remanufactured light-vehicle could decrease TOC by a weighted 10% to 15% by reducing the [acquisition minus residual] value by 20% to 30%; operating and maintenance costs would be marginally impacted, unless the engine was converted to a natural gas.

The two processes that create remanufactured vehicles would be the following:

- Previously employed vehicles by a fleet operator would be inducted into a production line and would be returned in a remanufactured condition. The product retains its original identity/serial number. Note this model was employed by the Marathon/Checker Cab Mfg. Co. for over 40 years.
- Vehicles in a new product manufacturing assembly line would employ remanufactured components comingled with new components. The product has a new identity/serial number.

The fleet operators would also be provided with a warranty that is the same as a new-condition vehicle.

Fleet owners, who provide short-term rentals or operating leases to the end-users, would be best positioned to obtain the highest value from this new business model; they are accustomed to aggressively managing TOC. This is especially true of daily rental fleets where the primary profit driver is managing the residual value of vehicles; rental income is primarily a means for them to cover their depreciation costs.

*Note that fleet operators could tout the fact that their remanufactured vehicles are "green"; this can often create a positive image for their organizations.*

## 3. What are the channels employed to deliver the value proposition to the customer?

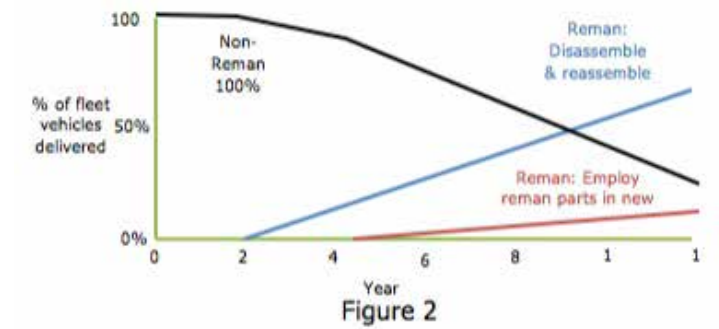
A new dealer network for fleet operators would be established, both large and small, under a marquee such as "OEM-Reman". Current OEM dealers would be invited to join, but participation would be limited. The driver for this exclusivity would be the importance of focusing on the management of the forward and reverse supply chain of the remanufactured vehicle; too many dealer participants will increase the complexity of this effort. For example, Caterpillar has been very successful in segmenting their markets for remanufactured products.

## 4. How are relationships established and maintained with the customer?

Rather than employing the mass consumer marketing approach so common with the Big-3, a highly focused program would be established, geared to the Business-to-Business [B2B] environment of a fleet operator. Reduced TOC will be the primary value proposed to the customer, but other value propositions could also be delivered. For example, a sophisticated internet portal interface for the delivery of a series of enhanced fleet monitoring tools could be exclusively provided to the remanufactured vehicle fleet operators.

## 5. What are the revenue streams?

The new business model revenue would begin slowly and require a 10 to 12 year time frame to be fully implemented (Figure 2). Driving the timeframe would be setting-up the dealer network, re-engineering production lines, delivering a compelling story to the fleet operators and obtaining "cores" (components inducted into the remanufacturing process) to drive the component remanufacturing process. Below is a graph of the revenue interrelationships between new product deliveries and remanufactured product



Ron is a Subject Matter Expert (SME) in designing and providing the business case for Product Support Enterprises [PSEs] employed by the commercial and military communities. Over the last 35+ years has worked in operations management and management consulting with such organizations

as Acer, Booz & Company, Gould, General Dynamics, Lockheed Martin, L-3, FLIR, DynCorp, Navistar, BAE Systems, Northrop Grumman, ICx, Oshkosh, Rockwell Collins, Bell Helicopter, US Army, USMC, JCBD, FMC Technologies, DRS, Dassault, and many others. He implemented one of the first pay-per-use programs in the business aviation Product Support sector and one of the first MRP/ERP systems in the commercial sector. He has designed and managed Reverse Logistics enterprises for managing new product warranties, parts exchange programs, rental pools, contracted services, and others. Ron received his MBA from Indiana University at Bloomington, a BA from the State University of New York at Stony Brook and is certified by APICS as a CPIM. He is an Army veteran and currently has a Secret Security clearance. *vehicles are "green"; this can often create a positive image for their organizations.*

## RL Careers



### Arrow Electronics

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

### Lab126 an Amazon Company

- In-Stock Manager
- \* Materials Manager
- \* Reverse Logistics Material and Logistics Manager

### Motorola Mobility

- Channel Partner Program Manager
- Sr. Manager, Warranty Bus. Strategy and Ops

### PlanitROI

- BDM Channel Specialist
- BDM Reverse Logistics Specialist
- Director of Operations
- eCommerce Manager

### RLA

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

# RLA Membership



**Network with the  
World of Reverse Logistics**



## With an RLA Membership You Can:

- Learn Best Practices – Download Conference Presentations
- Make Valuable Connections
  - Search for new Vendors/Partners - CONFIDENTIALLY
  - Find New Facilities
  - Find New Employees/Employers
  - Search Worldwide Directory of 3PSP, OEM/ODM and Retailer Companies
- Become Involved with Industry Committees
- Receive vouchers to attend RLA Conferences & Expos and Regional Seminars
- Discounts on Exhibiting, Sponsorships, Research and Advertising



To Learn how to obtain these plus additional benefits through membership call **1-801-331-8949 x40** or

visit

[www.RLA.org](http://www.RLA.org)



## Our Newest Members

### Platinum Members



### Gold Members



### Silver Members



### Bronze Members





# Returning Thoughts

## “On Demand” Best Practices for Reverse Logistics

by Paul Rupnow

Reverse Logistics is evolving very rapidly. Keeping on top of the new trends, methods and “Best Practices” is an incredible challenge. But, what if you held a meeting with a room full of Reverse Logistics professionals to discuss your challenges, issues and needs? And what if the participants at the meeting gave you immediate feedback and instant answers to your questions? How much better could your Reverse Logistics team perform? How much more money could you recover from your returned assets? How much cost could you take out of your returns processing?

This “Virtual Meeting” is available to you now. The Reverse Logistics Association and their committees recently have created a very powerful environment for learning and sharing Reverse Logistics knowledge, wisdom and best practices. The Committees are now hosting interactive webinars with group discussions on topics provided by YOU.



The technology of on-line group meetings allows us to get a room full of Reverse Logistics professionals

together to share and learn new trends, challenges and best practices “On Demand” (well, almost on demand since the groups meet monthly). Educational courses are great, but they are even better when you can participate and ask questions directly related to your needs to help solve the issues and problems you are facing today at your organization. And it is even better when the answers to your questions are not coming from one person, but from several other Reverse Logistics professionals who are in the session with you.

But more importantly, each and every presenter and participant of these sessions has learned a lot from attending the interactive webinars to date. We know this because they keep coming back for more. The committees are becoming a “community” of Reverse Logistics knowledge.

Below is a list of all the sessions to date. And if you missed a session, don’t worry, they are available for download.

### Interactive Webinars Coming Soon

Friday, October 11, 2013 - Eric Arnum of Warranty Week - Warranty Accounting Standards - hosted by the Standards Committee

Register at the RLA Standards Committee web page -[http://rla.org/company\\_focuscommittees\\_index5.php?showlist=true&FC=14](http://rla.org/company_focuscommittees_index5.php?showlist=true&FC=14)

Thursday, October 17, 2013 - Roger Levi of Intel - Better, Faster Returns Processing and Data Collection -



hosted by the Software Committee Register at the RLA Software Committee web page - [http://rla.org/company\\_focuscommittees\\_index5.php?showlist=true&FC=12](http://rla.org/company_focuscommittees_index5.php?showlist=true&FC=12)

Wednesday, October 23, 2013 - hosted by the Consumer Products committee with a guest speaker to be announced, but be sure to attend since this is always a lively group to learn best practices from. Register at the RLA Consumer Products Committee web page - [http://rla.org/company\\_focuscommittees\\_index5.php?showlist=true&FC=4](http://rla.org/company_focuscommittees_index5.php?showlist=true&FC=4)

### Completed Webinars for Downloading

Completed Interactive Webinars with webinar slides and audio available for viewing at the RLA Consumer Products Committee web page [http://rla.org/company\\_focuscommittees\\_index5.php?showlist=true&FC=4](http://rla.org/company_focuscommittees_index5.php?showlist=true&FC=4) :

Hosted by the Consumer Products Committee:  
Tony Sciarrotta of Reverse It Sales & Consulting - discusses how to prepare your business case with the Return Savings Calculator spreadsheet from the article “Finance is from Mars and Reverse Logistics is from Venus”. Webinar date July 24, 2013

Kathy Murphy of Jarden Consumer Solutions (better know by their brands such as Oster, Sunbeam, Mr. Coffee) - Case Study: Implementing a Re-manufacturing Program. Webinar date Jun 26, 2013

Tim Quinn of BJ’s Wholesale Club - interactive discussion on Accounting Challenges of Reverse Logistics - webinar date May 29, 2013

Dave Moloney of Google - interactive discussion on Creating the Best Customer Experience around the Advanced Exchanges. Webinar date April 24 2013  
Chris Galletto of OfficeMax - interactive discussion on Establishing the Right Package of Metrics to Measure Reverse Logistics Performance and to Drive Improved Internal/External Behavior. Webinar date March 27 2013

### The Best Part About These “Best Practice” Webinars

The best part about these best practice webinars is that they are about YOU. If you have challenges, need wisdom or want to get educated in existing or emerging trends, YOU can request a topic, YOU can be part of the presentation group, YOU can just join in and listen or YOU can discuss your experiences to help others. The



Chairpeople of these committees are very eager to hear from YOU and organize the next seminar to meet your needs. Contact them today. Join the “community”.

Good Luck!  
Paul Rupnow  
Reverse Logistics Professional.com  
[paul@andlor.com](mailto:paul@andlor.com)



Paul Rupnow - Director, Reverse Logistics Systems, Andlor Logistics Systems Inc.  
Editor - Reverse Logistics Professional Report Business Insights and Strategies for Managing Product Returns

# Reverse Logistics Talk

## Planning and Communications Decreases Expenses, Increases Profitability and Develops New Markets with Reverse Logistics Strategies

by Jennifer Bilodeau

Reverse Logistics is not a new field, but is under-utilized by smaller and mid-size businesses. Businesses are not prepared to invest in the expertise and planning to establish a policy to reduce, return, and recycle unless the action is mandated by a government agency. Businesses are missing opportunities to efficiency, productivity, while avoiding costs or reducing expenses. While reverse logistics costs typically represent 5% of the total logistics expenses, companies are not seeing the benefits or the profitability of the entire organization. "After companies have downsized, reengineered, TQMed, ratcheted up customer service, and wrung out every conceivable cost efficiency it [reverse logistics] may well be the last frontiers business can conquer" (Meyers, 1999, p.27).

While third party logistics firms can be utilized throughout the supply chain to outsource some of the functions, many opportunities are lost to maximize recaptured value. Companies can increase the benefits of handling returns by developing a plan early and monitoring progress, while working with vendors to set expectations, performance goals, and open the lines of communication to maximize and expedite efficiencies.

The most significant issue faced across all industries is a lack of communication and information sharing between key stakeholders. In a manufacturing environment, gathering information from various sources about returns, warrantee repairs, and managing the dissemination of that information could dramatically reduce the number of future service calls and returns. "To collect service information and relay that to product design and engineering to make better sourcing and

design decisions to further reduce costs, basically establishing a reverse logistics network that supports life cycle design" (Supply Chain Management Review, 2011)

### Product Recycling and Reuse

The development of a product recycling and reuse plan is becoming more critical as the costs of landfill and disposition of product skyrockets. Third party transport companies have been making efforts to capitalize in reverse logistics through added value services. Sales executive Grace Maher, of Nolan Transportation shared that freight forwarding account managers have just started setting themselves apart by offering forward and reverse



transportation contracts over the past year. They are able to haul returns for a fraction of the cost by picking up returns at the point of delivery. This helps Nolan defray costs on moving empty trucks or cargo containers and provides an added benefit to their customer.

Lerol (2012) recognized that third party logistics providers have recognized the value they can add and business they can develop but they are not taking full advantage of their position because they are providing transport for returns, but not maximizing their ability to maximize end of life activities which include reuse, recycling, and data destruction.



RL Connect – We help YOU connect to . . .

- 3rd Party Service Providers
- Mergers & Acquisitions
- Internship Programs
- Industry Jobs
- Consultants
- RL Forum
- Research

### RL Quote

- Save
  - Time
  - Resources
  - Money
- Eliminate Hassles
- Remain Anonymous

We help OEM's, Retailers, Brands, and 3PSPs who are trying to find a partner for Reverse Logistics save time, energy, and money by using our proprietary process called RL Quote. OEM's, Retailers, and Brands post RFI's anonymously on the RLA website and 3PSPs respond. We help facilitate the search, and you reap the benefits.

**RL Connect**



For more information: call **+1.801.331.8949** ext. 5  
email [RLQuote@rla.org](mailto:RLQuote@rla.org) or visit [RLAconnect.com](http://RLAconnect.com)



Reverse Logistics is not a new field, but is under-utilized by smaller and mid-size businesses. Businesses are not prepared to invest in the expertise and planning to establish a policy to reduce, return, and recycle unless the action is mandated by a government agency. Businesses are missing opportunities to efficiency, productivity, while avoiding costs or reducing expenses. While reverse logistics costs typically represent 5% of the total logistics expenses, companies are not seeing the benefits or the profitability of the entire organization. "After companies have downsized, reengineered, TQMed, ratcheted up customer service, and wrung out every conceivable cost efficiency it [reverse logistics] may well be the last frontiers business can conquer" (Meyers, 1999, p.27).

While third party logistics firms can be utilized throughout the supply chain to outsource some of the functions, many opportunities are lost to maximize recaptured value. Companies can increase the benefits of handling returns by developing a plan early and monitoring progress, while working with vendors to set expectations, performance goals, and open the lines of communication to maximize and expedite efficiencies.



The most significant issue faced across all industries is a lack of communication and information sharing between key stakeholders. In a manufacturing environment, gathering information from various sources about returns, warranty repairs, and managing the

dissemination of that information could dramatically reduce the number of future service calls and returns. "To collect service information and relay that to product design and engineering to make better sourcing and design decisions to further reduce costs, basically establishing a reverse logistics network that supports life cycle design" (Supply Chain Management Review, 2011)

### Product Recycling and Reuse

The development of a product recycling and reuse plan is becoming more critical as the costs of landfill and disposition of product skyrockets. Third party transport companies have been making efforts to capitalize in reverse logistics through added value services. Sales executive Grace Maher, of Nolan Transportation shared that freight forwarding account managers have just

started setting themselves apart by offering forward and reverse transportation contracts over the past year. They are able to haul returns for a fraction of the cost by picking up returns at the point of delivery. This helps Nolan defray costs on moving empty trucks or cargo containers and provides an added benefit to their customer. Lerol (2012) recognized that third party logistics providers have recognized the value they can add and business they can develop but they are not taking full advantage of their position because they are providing transport for returns, but not maximizing their ability to maximize end of life activities which include reuse, recycling, and data destruction.

In the financial services industry, they are struggling



to reduce procurement costs and increase profitability. One key executive interviewed from a global financial services company is facing challenges in the disposition of obsolete electronic equipment. In the financial sector, Blackberry's and laptop computers are replaced every two years. A proposed bill called "Electronics Responsible Recycling Act" has been sent committee review in an effort to improve e-waste legislation. Although many vendors offer to remove obsolete equipment, they are not recapturing any value and a risk is opened because of regulations pertaining to the safeguarding of electronic data. The company is paying significant fees to various third parties who specialize in the sanitization and destruction of hard drives. Manufacturers and retailers are missing out on this opportunity to bring added value by offering limited destruction services, if any. Lerhol also discusses this bill and reflects that "e-cycling is being discussed in boardrooms across the United States" (2012).

There will come a time that handling waste responsibly is no longer an option. Many regulations have been implemented to start changing the way we do business. This trend will continue. "Germany currently holds

## Conferencia y Exposición de Logística Inversa en São Paulo Brasil

5-6 De agosto de 2014

Patrocinado por la Asociación de Logística Inversa

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

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

**MARQUE SU CALENDARIO AHORA**



[www.RLashows.org](http://www.RLashows.org)

## Conferência e Exposição sobre Logística Reversa no Brasil

De 5 a 6 de Agosto

Patrocinado pela Reverse Logistic Association

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

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

**Venue:**  
Hotel Novotel São Paulo Jaraguá Convention

**Para maiores informações, visite: [www.rltshows.com/brazil.php](http://www.rltshows.com/brazil.php)**



[www.RLashows.org](http://www.RLashows.org)

## Reverse Logistics Conference & Expo in São Paulo Brazil

August 5-6, 2014

Sponsored by the Reverse Logistics Association

- Professionals worldwide will attend this event.
- Major OEMs & Retailers are looking for Third Party Service Providers that can manage their Reverse Logistics in this region.
- Enjoy the fall season in the Brazilian sun!

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

**MARK YOUR CALENDAR NOW**



[www.RLashows.org](http://www.RLashows.org)

the producer responsible for end of life destruction of products and the United States and Europe have proposed similar legislation” (Rogers, Tibben-Lembke, 1998, p.1002). It is critical to be prepared for these changes in the way we handle end of life products by developing strategies to manage returns. Many companies are voluntarily entering into a Zero Waste policy which eliminates landfill waste. The Department of Environmental Protection publishes “the zero waste philosophy aims to minimize waste and resource consumption in order to conserve energy, mitigate climate change, reduce water usage, prevent toxins creation, and minimize ecosystem destruction.” General Motors demonstrates voluntary action by making changes in both materials and production in their paint shop. These changes allowed for the reuse of recycled wastewater treatment sludge that had been previously sent to landfills. Other initiatives GM took on was reutilizing cardboard from packaging as padding for acoustics in a vehicle, selling of scrap metal, and increasing the use of landfill gas to power their plants. Innovative thinking and commitment to seeking new ways to reduce waste throughout an organization is quickly becoming the standard across all industries.

### The Impact of European Directives

The European Directive focuses on sustainability throughout the European Union with waste management. One of the challenges the United States faces exporting goods specifically deals with packaging laws. The European Packaging and Packaging Waste Directive require a manufacturer that sells products in Europe to recover any secondary packaging.

Secondary packaging is rather complex and includes any packing materials other than the actual container



holding the primary product. Secondary packaging includes any foam or cardboard packaging materials used to protect the goods, plastic bags containing small parts or directions, any wrapping used to package products on shipping pallets. A manufacturer looking to do business in Europe can either create an internal returns program themselves or they can pay a licensing fee to enter the Green Dot program to accept the return of these items. One of the most significant problems businesses face in exporting goods as reported by the United States International Trade Commission, is the cost and lack of financing available to comply with foreign laws and regulations. One of the most cost effective solutions is to develop a relationship with a partner to conduct and coordinate export activities and managing the mandated returns program.



Another export challenge is managing the return of reusable shipping containers. Smaller businesses are crippled limiting their exports because of transportation costs that could be avoided if a well-constructed reverse logistics plan could be implemented for the proper return of shipping containers. “Subject matter experts noted that containers are often bottlenecked on the East Coast, and must be repositioned to West Coast ports for use in exports” (US International Trade Commission, 2010, P. 17). An exporter can either invest in purchasing shipping containers which would be beneficial for consistent point to point shipments, or they can lease cargo containers for one-way use.

What causes the trade imbalance in the return of containers? Le Dam Hahn (2003) concluded that shippers are often placed in a position to accept returned containers by contractual obligation whether they are filled or not. “It is evident that carriers’ interests have given more strategic consideration to the logistics of forward-flow (loaded containers) than to the reverse movement of empty containers” (Le Dam Hahn, 2003, p.12). The imbalance in transport containers at shipping ports is based on the costs associated with the return of

# Strategic Partnerships Now Available at the Touch of a Button

RL Quote empowers manufacturers and retailers in search of the right partner.

- Send RFIs anonymously to our worldwide database of suppliers
- Screen your 3PSP responses
- Find the right partner

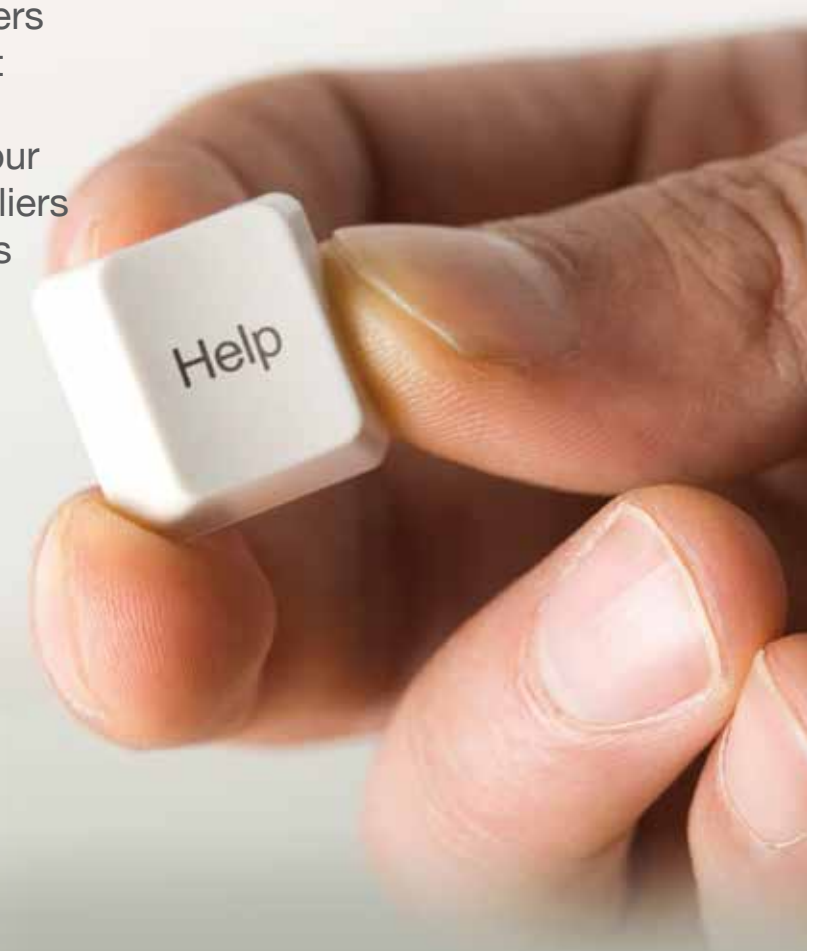
**Free Industry Expertise** – The RFI responses from RL Quote come from the top executives at 3PSPs who are on the frontlines of the industry everyday.

**Anonymity** – During the RL Quote process, your company’s identity is kept confidential so you maintain control over who you allow to contact you.

**Wider Selection** – RL Quote allows you to broaden your search at no cost and is a perfect companion to your usual resources.

**New Technologies** – The technologies for Reverse Logistics are evolving everyday. The best way to stay ahead of the technology curve is to allow the industry experts to evaluate your objectives and offer alternative solutions.

For more information visit RL Quote at [www.rlquote.org](http://www.rlquote.org)



empty shipping containers. The best solution presented in this study is for the manufacturer to create ongoing relationships with local shippers in the country they are exporting to. By planning the movement of goods and services, freight forwarders could coordinate more cost effective solutions for managing the containers. It may be in the freight forwarders best interest to absorb some of the cost the manufacturer may bear to transport the goods from their facility to the shipper if there are empty containers in another nearby port. Carriers are willing to interchange or lease equipment to other parties, often at no cost, if the delivery destination is a place with a shortage.

Shippers are hesitant to enter into agreements of use of shipping containers for fear of opening up liability risks on the goods transported as well as a fear that the shipping containers will not be available for their customers causing them to lose the business. The savings achieved by avoiding the movement of empty containers are minimal compared to the lost revenue. The factors not considered by Le Dam Hahn's research are the intangible savings and opportunities to create new business development.

### Financial and Marketing Advantages

Forward logistics keeps the economy moving with the production and distribution of goods and services. Very few companies have begun to tap the true potentials in creating a substantial return on their investment by maximizing opportunities and benefits through transparency.

With the downturn of the economy, many families are

increasing use of secondary markets. By negotiating sales price and identifying preferred methods of disposition, a manufacturer is afforded the opportunity to select the most profitable options. Third party liquidators can often broker deals for fee typically recovering between 20-25% of the estimated values. If a retailer owns and operates their own secondary market through a discount store, that value increases typically up to 50%.

New charitable giving programs are becoming popular because the tax write offs are significant, and the additional benefits associated with developing good will campaigns

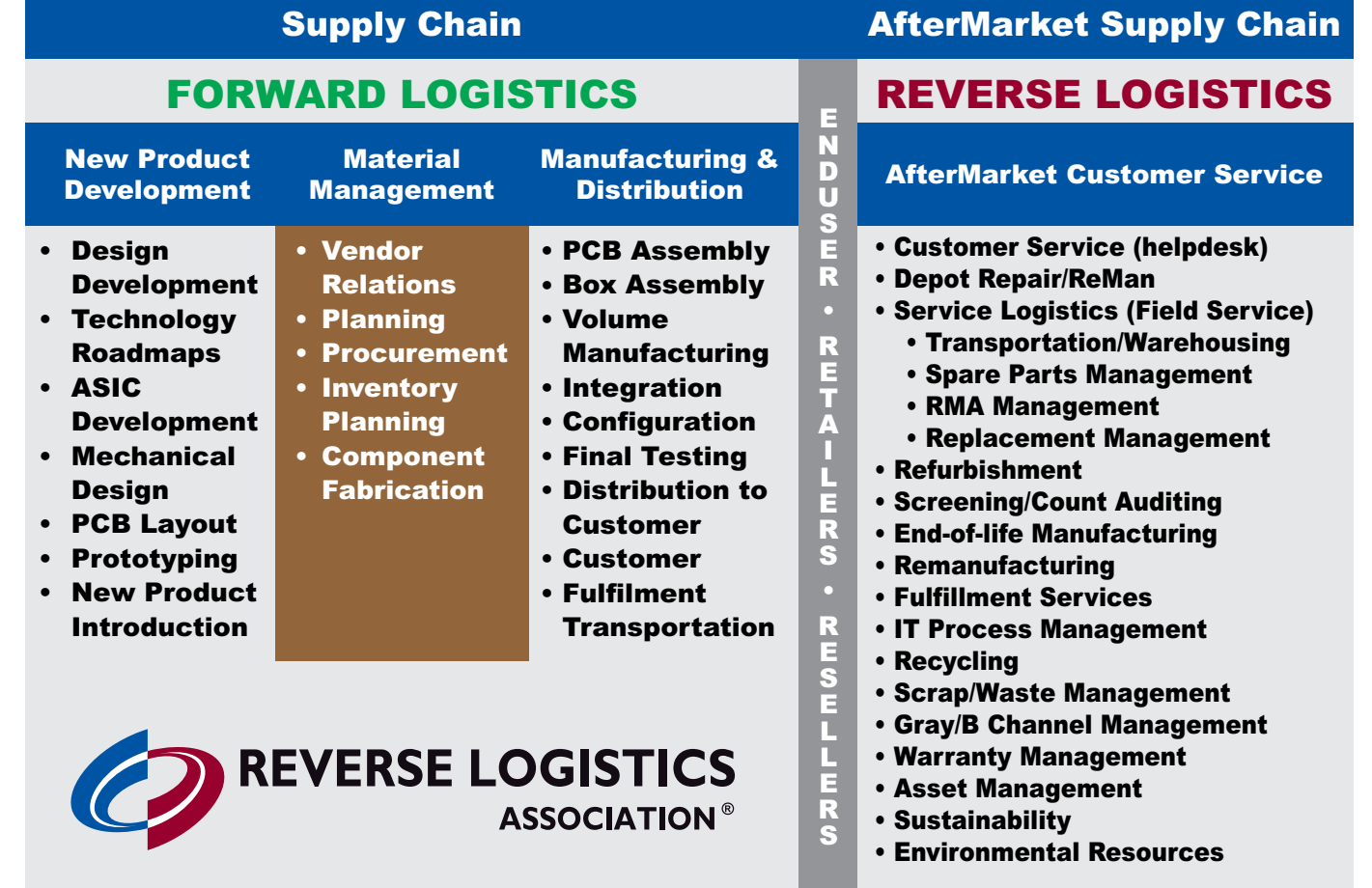


are significant through cross marketing initiatives. By donating surplus merchandise to a non-profit, 100% disposition, shipping, and manufacture costs in addition to 50% of the estimated retail value is a deductible. There are some limitations to the tax rule as there are caps on the limits that can be claimed based on the manufacturers total revenue. This is just one tool to maximize recaptured value.

Communications and transparency across an organization by coordinating marketing efforts is critical to the success of developing customer loyal, new business opportunity, and brand recognition through cross-venture advertising.

In countless personal discussions, public appearances, and lectures, Kerry Brietbart, co-founder of North American Power, states he firmly believes the success of his company is the transparency of the organization, a consistent branding message, and by actively engaging

# PRODUCT LIFE CYCLE



customers in the charitable giving program. The company sells renewable energy and natural gas in the retail markets. When dealing with an intangible product such as a utility service, it was initially difficult to gain ground in the marketplace because consumers did not see the value in saving a few pennies off their utility bill. There were countless stories from the sales field who were talking with residential utility consumers and they did not care about saving a few dollars on their bill, reducing dependencies on oil, creating jobs, nor doing the right thing for the environment. They seemed to be exhausted from "green marketing" and had already tuned out from the message. The company took a philanthropic turn launching Missions to Millions in April 2011 partnering with well-known global charitable organizations and actively engaging customers in making a difference through the customer referral program.

When a customer decides to switch utility service to clean energy, they are actively engaged in making a difference

in the world around them sending a very clear message of social responsibility. The customer is walked through a process and asked to select a charity where \$1 of that bill will be donated. A customer can also add their own favorite charity such as a church, local animal shelter or food bank to the giving program. Each customer is encouraged to share the giving with their friends and family to help raise money for the charity of their choice and company provides free websites and tools to help them spread the word. Additionally, the program gives a thank you check each and every month as long as the person remains a customer for their referrals. Mr. Breitbart believes that the consistent message of giving is attracting positive recognition globally.

To create a successful green marketing plan and maximize the value to develop new business opportunities and customer loyalty, indirect marketing strategies are necessary. Telling a story of how the company has made a difference and finding unique ways to actively engage

and solicit customer loyalty through the program is more powerful. "This is empowerment and it lies at the heart of green marketing" (Ottoman, 2011, P. 110). If the communication and actions of the company does not make the consumer feel as if they are making a difference by purchasing a green product, they wouldn't but it in the first place.

Consumers are tired of seeing "green marketing" because it has been misused. Good will and charitable contributions in advertising solely designed to create a sense of social responsibility with bare minimal impact will no longer work. Too many lawsuits have arisen and



consumers are wise about package labeling that make specific claims. The most impactful marketing campaigns are indirect and through cooperative effort showing the outcomes, rather than the intents. "Consumers want to see green themes in marketing messages in addition to traditional promises associated with a better life" (Ottoman, 2011, P. 108).

### Conclusion

The practice and implementation of reverse logistics goes far beyond a manufacturer's responsibility. This is a new way to create a more efficient, less costly, and socially responsible organization. Manufacturers can not be expected to comply with every law governing every industry, such as data protection within the financial sector, but they can work with industry leaders to develop a plan to meet the customer's needs. This is why we must strive to constantly improve communications throughout the supply chain both forward and reverse as a holistic approach to business.

There are countless areas where a business can implement strategies to reduce waste, while increasing efficiencies and it should be an ever-evolving process improvement to be continually measured and analyzed. As we improve and implement strategies to reduce waste, reuse or recycle goods, we can develop critical relationships to unearth new opportunities for cost saving measures,

improved efficiencies, and potentially developing new business opportunities or sharing risk. RLM

### References

Breitbart, Kerry. "North American Power Conference" 5 Feb. 2012.

"European Commission." - Environment. Web. 22 Feb. 2012. <[http://ec.europa.eu/environment/waste/packaging\\_index.htm](http://ec.europa.eu/environment/waste/packaging_index.htm)&gt;.

"Green Dot & Packaging Waste Directive Compliance in Europe." Global Medical Device Regulatory and QA Consulting. Web. 22 Feb. 2012. <<http://www.emergogroup.com/resources/articles/packaging-waste-directive-compliance-europe>&gt;.

Le Dam Hahn, P.I. "The Logistics of Empty Cargo Containers in the Southern California Region." Metrans. Mar. 2003. Web. 23 Feb. 2012. <[http://www.metrans.org/research/final/01-05\\_Final.pdf](http://www.metrans.org/research/final/01-05_Final.pdf)&gt;.

Lerohl, John. "Ethical Electronics Recycling – a Key Piece of the Reverse Logistics Industry." Reverse Logistics Magazine Jan. 2012: 12-14. Web. 18 Feb. 2012. <<http://viewer.zmags.com/publication/4eb9daec#/4eb9daec/14>&gt;.

Maher, Grace. "Grace Maher." Personal interview. 27 Jan. 2012.

Meyer, Harvey. "Many Happy Returns." Journal of Business Strategy 20.4 (1999): 27-31. Web. 15 Feb. 2012. <<http://search.proquest.com/docview/202721948?accountid=8289>&gt;.

Ottoman, J. Amazon Books. San Francisco: Berret-Koehler, 2011. The New Rules of Green Marketing Book: Strategies, Tools, and Inspiration for Sustainable Branding. Web. 23 Feb. 2012. <<http://www.greenmarketing.com/our-book/>&gt;.

United States. International Trade Commission. By Deanne T. Okun, Charlotte R. Lane, Daniel R. Pearson, Shara L. Aranoff, Irving A. Williamson, and Dean A. Pinkert. July 2010. Web. 22 Feb. 2012. <<http://www.usitc.gov/publications/332/pub4169.pdf>&gt;.

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.

## ADVERTISER INDEX

American Public University	<a href="http://www.StudyatAPU.com/rl">www.StudyatAPU.com/rl</a>	7
NEWTrees	<a href="http://www.rlashows.org">www.rlashows.org</a>	25
RL Bottom Line	<a href="http://www.rla.org">www.rla.org</a>	21
RL Connect	<a href="http://www.rlaconnect.com">www.rlaconnect.com</a>	35
RL Quote	<a href="http://www.rlquote.org">www.rlquote.org</a>	39
RLA Amsterdam	<a href="http://www.rltshows.com/amsterdam.php">http://www.rltshows.com/amsterdam.php</a>	Back Cover
Anúncio Sinqfar Logística Reversa	<a href="http://www.sinqfar.org.br">http://www.sinqfar.org.br</a>	23
RLA Brasil	<a href="http://www.rltshows.com/brazil.php">http://www.rltshows.com/brazil.php</a>	37
RLA Las Vegas	<a href="http://www.rltshows.com/vegas.php">www.rltshows.com/vegas.php</a>	2
RLA Mexico City	<a href="http://www.rltshows.com/mex13.php">http://www.rltshows.com/mex13.php</a>	3
RLA Membership	<a href="http://www.rla.org/members.php">www.rla.org/members.php</a>	30
RLA - Product Life Cycle	<a href="http://www.rla.org/reverse-logistics.php">www.rla.org/reverse-logistics.php</a>	41
RLA Workshops	<a href="http://www.rltshows.com">www.rltshows.com</a>	43
What is RLA?	<a href="http://www.rla.org">www.rla.org</a>	17



## 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



# 9th Annual RLA/RLTS Conference & Expo **AMSTERDAM**

**Over 400 RL Professionals  
& 200 Companies will be  
in Attendance**

**Location:**

Amsterdam, The Netherlands

**Venue:**

Mövenpick Hotel Amsterdam City Centre

**Date:**

Workshops - June 17, 2013

Conference & Expo - June 18, 2014



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



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

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

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

**For more information, visit: [www.RLASHows.org](http://www.RLASHows.org)**



**REVERSE  
LOGISTICS  
ASSOCIATION®  
CONFERENCE  
& EXPO**