

REVERSE LOGISTICS magazine®

Serving the Automotive, Health Sciences, Retail, and High Tech Industries



**CONSUMERS USING
SOCIAL MEDIA**

PAGE 12

**REUSE.
REPURPOSE.
RECYCLE.**

PAGE 18

**FIELD SERVICE
SOFTWARE SYSTEM**

PAGE 26

Edition 57



OFFICIAL MAGAZINE OF THE
REVERSE LOGISTICS
ASSOCIATION®

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America's Premiere Reverse Logistics Event
February 10-13, 2014

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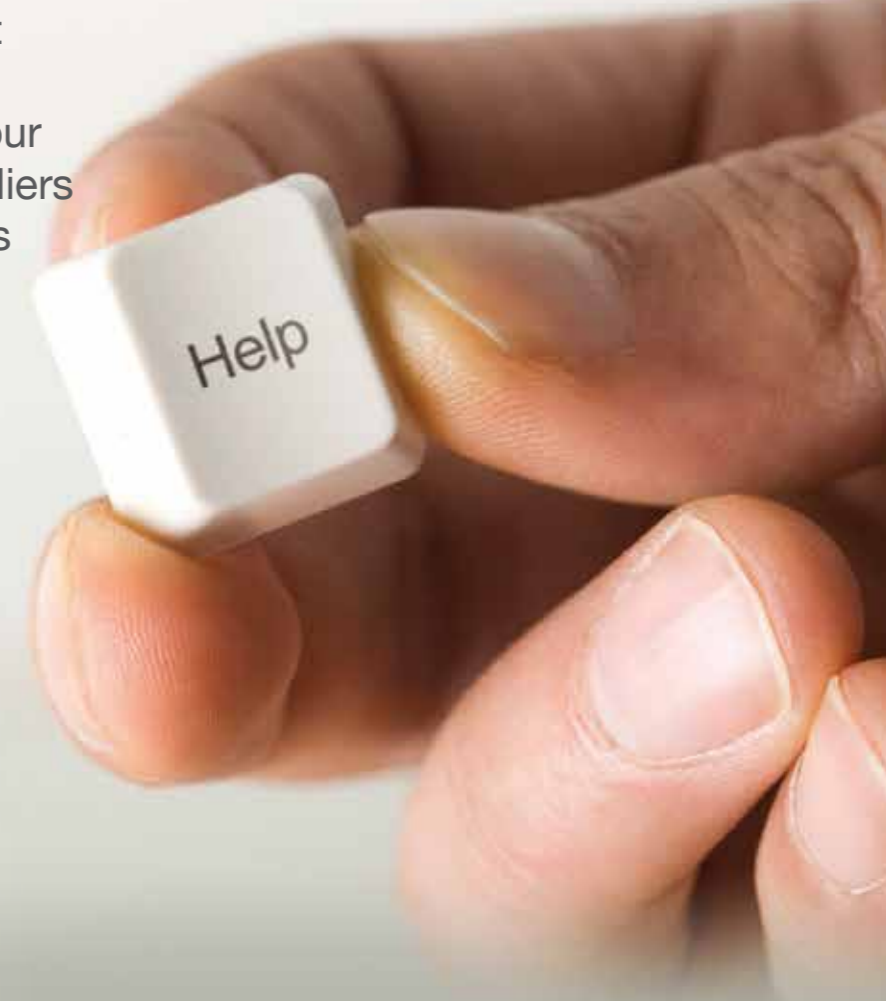
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Reuse. Repurpose. Recycle. How a Simple Idea Reshaped an Industry.

By Jim Mitchem

It all started in 2008. That's when David Campbell, who was in the commercial real estate business, came across an article about repurposing shipping containers for uses other than their original intent.



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Please send to: editor@RLmagazine.com

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by Ron Giuntini, Subject Matter Expert

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Message from the Editor

I recently watched the movie, “The Village”, by M. Night. Shyamalan. I had seen the movie before, but it was one of our “scary” movie selections to watch over the Halloween season this year. The movie’s setting takes place in a “small, isolated countryside village”. The time of the movie seems to take place in the late 19th century, so you can imagine how different life was then compared to now. After watching the movie, I contemplated this difference: no electricity, no technology, no modern conveniences like we take for granted each day. If I were to be put in that village to live for a month, or even just a week – I know it would be a challenge.



Since, I work in a world that is constantly thinking about Reuse, Reduce, and Recycle – and Sustaining our Planet Earth, another thought came to mind. Trash and Waste. In this movie, they didn’t have trash. They lived in a small village, and had no connections with any other villages or people outside of their village. If they had food waste, they most likely used it in compost for growing more food. If they had any other type of trash, it was most likely burnt, or just simply reused.



In our current day, we can’t just throw our trash away, and expect it to disappear and be taken care of. We have to take responsibility and make sure that our earth is not covered in trash. With our electronics we need to make sure they are disposed of carefully and responsibly. With our trash, we need to find ways to reuse it or recycle it to be used elsewhere. And lastly, we need to just reduce the amount of “stuff” we are using and reduce the amount of waste. In the past few months I have come across several stories that show how people are focusing on this problem, and using their innovative minds to creatively finding ways to improve the situation. In this edition you will find an article on how Shipping Containers are being reused. On a Shark Tank episode, I saw a company who has taken a used shotgun shell and converted it into a fishing bobber. I also saw an article about a shoe that has been developed that is made of all recyclable materials. Lastly, I recently read an article – that was posted in our News Clippings email – about Dell’s Sustainability Plan that sets lofty goals for 2020.

I look forward to hearing about more stories where individuals and companies are making the importance of this earth a priority and making Sustainable products, finding a way to reuse an existing product, or developing better ways to reduce energy. If you know of more stories like this, please send them my way. We love to see these stories in our Magazine, as well as shared at our Reverse Logistics Association events.

Thank you,
Felecia Przybyla
editor@rla.org

OUR MISSION

Our mission is to educate and inform Reverse Logistics professionals around the world. RLA focuses on the reverse logistics processes across all industries. No matter the industry — High Tech, Consumer Electronics, Automotive, Medical/Pharmaceutical, Food and Beverage, Apparel, or other — our goal is to provide RL process knowledge to all industries. We want to educate everyone about the Reverse Logistics processes that are common to all industries and

to be a catalyst for innovation in developing and implementing new RL processes. We have been and will continue to provide our services to the industry at a moderate price.

Managing the latest information in services such as repair, customer service, parts management, end-of-life manufacturing, service logistics, field service, returns processing and order fulfillment (just to name a few) can be a little intimidating, to say the least. Yet that is exactly

what the Reverse Logistics Association provides through our membership services. We serve manufacturers and retailers in a variety of settings while offering ongoing updates on market trends, research, mergers and acquisitions and potential outsourcing opportunities to 3PSPs. We have gained the attention of 3PLs like FedEx, DHL, USPS and UPS. 3PSPs like Teleplan, Foxconn, Flextronics, Canon, Sony and Jabil, along with small- and medium-sized service providers have found that

RLA resources help advertise their services to a regional and global audience. OEMs like Microsoft, HP, RIM, and Sony, along with Retailers like Wal-Mart, Canadian Tire, Tesco and Best Buy all participate at our events. Through RLA Events, RLA Connect services and our publications – RL Magazine and the Weekly News Clippings email – we help OEMs, ODMs, Branded and Retail companies find service partners and solutions providers that were previously unknown to them.



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Message from the Publisher

PROTECTIONISM COMPARED TO COST BENEFITS FOR CONSUMERS

Both Reverse Logistics and Forward Supply Chains have a logistics component that is most efficient when produced near the consumer.

Every country should be able to produce products locally at a better margin than shipping the product from around the world. RLA encourages companies to manage their supply chain & reverse logistics to be as close to the consumer as possible, which will increase overall margins.

Years ago American's would purchase a car from overseas, today, those same cars are now produced in the USA. Why, you ask. Well the manufacturers realized that they could make more profits if they manufactured near the consumer. Look at the graph below, a comparison between 1981 to 2009 on the Cars made in the USA, the trends are completely logical. Protectionism causes tensions between countries, and doesn't benefit the consumer. Short supply chains reduce cost and allow everyone in the world to have a job.

Here are two examples:

Intel/Micron moved component fabrication production from India to Utah as a result of the supply chain & management cost.

Car manufactures have moved closer to the consumer in the USA.

Here is video that, in my opinion promotes country protectionism. The video is less than 4 minutes long.



AUTOMOBILES MANUFACTURED IN USA	
Car Manufacturers in 2009	Car Manufacturers in 1981
Acura	AMC
BMW	Avanti II
Chevrolet	Cadillac
Chrysler	Chevrolet
Dodge	Chrysler
Ford	Dodge
Honda	Excaltur
Hyundai	Ford
Jeep	Lincoln
Kia	Mercury
Lincoln	Plymouth
Mazda	
Mercedez-Benz	
Mitsubishi	
Subaru	

Source Wikipedia.

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 Moloney, 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 in way up from Director, Logistics Operations, Industrial Engineering Manager at Walmart - International Division and Japan Expatriate - Logistics

Operations Lead at Walmart - International Division

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

Thomas Maher - Dell.



Tom Maher joined Dell in 1997 and is the Executive Director for Global Service Parts. Mr. Maher is responsible for service parts life cycle support in over 100 countries. Mr. Maher's global service parts responsibilities include: planning, procurement, distribution, returns, repair, inventory management, supplier management and parts disposal. These operations support 100% of Dell's warranty customers across all Business Units and all Product Lines.



Ian Rusher - Cisco Systems, 20 Years within Supply Chain Operations, of which the last 15 Years have been spent in reverse Logistics. Previous experience running 3Com EMEA Warranty/Service Repair Operations, Responsible for both Internal and 3rd party repair operational performance and Engineering support. Moved the operations from a predominantly In-House business to a total outsourced operational model. Last 3 Years at Cisco within Supply Chain Field Operations, setting up the EMEA non Service returns and Cost Avoidance Operations within the Netherlands. Responsible direct for EMEA Freight and Warehouse Operations. During the last 2 years has successfully set up Operational infrastructure to support the Teams Global Revenue targets.



Tony Sciarrotta - Reverse It Sales & Consulting. Tony Sciarrotta has held a variety of sales and marketing positions in the consumer electronics industry for over 30+ years, including the last 25 years at Philips Consumer Lifestyle. His background prepared him in this developmental role as director for returns management activities, and he was responsible for implementing effective returns policies and procedures with a variety of dealers.



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



Susan Wackerman - Hewlett-Packard Company. Susan Wackerman is currently a Sr. Operations Manager in the Americas Supply Chain for HP's Imaging and Printing Group. In her position, Susan is responsible for the Recycling Operations for HP Americas and the Returns Operations / Remarketing for HP Americas Imaging and Printing Group. This includes supply chain development, reverse logistics, disposition and processing, refurbishment, resale, channel management. For Recycling Operations her product responsibilities cover all HP product categories including inkjet and laser printing, digital imaging, supplies, scanners, shared printing, PCs, notebooks, desktops, servers.



Reverse Logistics Association Industry Committees



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

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

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Focus Committees & Regional Focus continued on to page 12

'Dis-Like' Consumers Take to Social Media to Complain about Retailers

by Paul Galpin

Social media is giving consumers a new outlet to vent their frustrations about companies whose online ordering and delivery services disappoint. In this article, Paul Galpin, Managing Director, P2P Mailing, examines how bad news can travel fast if delivery failings occur, and outlines how forward-thinking companies are turning to expert partners to protect brand reputation.

The growth of online retail has been matched by the growth of consumer expectation. Customers now presume that they will be able to order the product that they want at any time of the day, and for it to arrive promptly when they expect it. Companies are now preparing for the Christmas rush, when ordering levels rise and delivery is particularly important. Many will be hoping that they can improve on last year's efforts; during December 2012, it was estimated that at least 225,000 parcels each day failed to arrive when promised.¹

Those retailers that can't produce high standards of delivery will be punished. Research shows that experiencing delays or delivery problems just twice or more would convince 87% of online shoppers to switch to another supplier.² In addition, nearly two thirds of consumers cite poor delivery standards as the worst thing that can go wrong with online shopping.³

So, the message to retailers is clear: effective fulfilment and delivery processes are a must for retaining customers. If problems are experienced, consumers will simply make their purchases elsewhere.

But is that the only consequence of poor delivery standards?

As well as the growth of ecommerce, another product of the internet has been the evolution of social media.



Whether it's Facebook, Twitter or Pinterest, social media is now part of our everyday lives. Findings from UPS show that 84% of online shoppers use at least one social media website.⁴ And whilst social media has given consumers a ready-platform to share views and news, it has also provided a means for disgruntled shoppers to show their dissatisfaction with online retailers.

Our research shows that almost a quarter (23.5%) of respondents said that they had already used social media to complain about poor order and delivery services. In today's time-pressured society, writing a letter or phoning a call centre to criticise a service takes time and requires a special effort. But access to social media is quick and easy via smartphones, tablets and laptops. These devices travel everywhere with consumers, and irritation with a company's service standards can be instantly expressed.

And it appears that the inclination to use social media as a way to complain is becoming more popular. A survey for global insurer XL Group found that the majority of consumers surveyed expressed an increased willingness to use social media to complain. Indeed, more than one-third of survey respondents were more likely to use social media to complain to a company than a year ago.⁵

For retailers, the implications of these trends are serious.

Consequences

By using social media to comment about poor service, consumers are immediately broadcasting this message to followers/friends. This means that potentially thousands of prospective customers have been given a negative view of the company from the outset, with the risk that they buy elsewhere.

Fulfilment and delivery excellence is recognised as



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- Michael Blumberg, Blumberg Advisory Group, Inc.



essential to customer satisfaction, therefore it is critical that a secure and efficient infrastructure is in place to ensure goods get to consumers at the specified time. Failure to deliver promptly could mean that retailers lose the customers that they have disappointed, but they could also alienate a raft of potential customers that they haven't even yet engaged with.

In a time of increased competition, online retailers can ill-afford to lose customers, whether they are existing or prospective. Forrester Research predicts that the UK online retail market will grow by 10% per year from £40bn in 2012 to £64bn in 2016. As the percentage of online sales has grown, so has the level of competition⁶ meaning that an alternative supplier is only a click away.

Prevention is better than cure

However, when it comes to complaining to companies directly it's easy to see why social media is a popular channel. In an experiment conducted by the BBC's The One Show, five different companies were contacted using email and twitter and asked to respond about a problem. All five replied faster, and in a more personalised manner, to the tweets. The fastest response to a Twitter query was 3 minutes, whereas after 24 hours only one company had replied to email.⁷

Indeed, research has found that 68% of customers who posted a negative comment or review via social media were contacted by the retailer. Of these 34% went on to delete their original post, 33% were mollified and posted a positive review and 18% became a loyal customer and bought more.⁸



However, by the time the message has been posted, the damage has already

been done: friends and followers have seen the complaint against the retailer in question and they may not see subsequent messages that indicate that the situation has been resolved.

It makes far more sense for companies to take all steps possible to *prevent* negative feedback on social media in the first place. Not only to avoid losing customers but also to reduce staff time spent dealing with complaints.

Key considerations

For retailers looking to ensure that their fulfilment and delivery systems are ready for the Christmas rush there are lots of considerations to make. However, broadly, a successful solution requires five key elements:

Accuracy:

The fulfilment system covers a lot of different stages from the point that the order is created to the point that the item is dispatched. The system needs to update as each of these stages is completed so that, for example, stock levels are recorded and correct costs are applied. The system also needs to be integrated into the despatch and shipping stages, so that the correct labels are generated.



Trackable: To ensure that the fulfilment process runs smoothly the whole system needs to be trackable so that the time of each stage is recorded and each item can be traced at any stage. In this way, any processing delays can be easily identified and dealt with.

Ease of use: The system needs to be easy to use so that reports can be easily generated and accessed and warehouse operatives can quickly obtain the information that they require.

Flexibility: The system is also likely to need to incorporate systems of different carriers. It is also beneficial if the system can consolidate orders to reduce shipping costs. Many retailers now leave a window after the order is placed and before the fulfilment process starts, so that if the customer goes back to purchase another item, these can be incorporated into one package. This is not only convenient for the customer but it also reduces shipping costs and is particularly important for the festive period when customers are more likely to make multiple purchases.

Returns: The system also needs to be able to handle the return of items; this includes the entire end-to-end process, from receiving the customer's request to successfully transporting the goods to integrating them back into stock levels. A good returns system is something that many companies can forget to implement.

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If customers find it difficult to return goods, it's likely that they may look to a competitor next time.

Ensuring that all of these elements are covered offers companies a good starting point to achieve accurate and timely deliveries, thereby minimising the number of customer complaints whether they are expressed on social media or via any other channel.

For forward-thinking companies, outsourcing the delivery and fulfilment processes is proving to be more practical than taking on the task in-house. This option allows companies to harness the expertise that a specialist partner can bring. The best partners have well-established relationships with carriers across the globe and are able to flexibly match the right delivery service to a particular job.

Indeed, an expert partner should have the know-how to point companies to delivery solutions that are specifically geared towards enhancing the consumer experience, thus mitigating the likelihood for negative comments

in the first place. Such solutions offer maximum choice and convenience to the consumer in terms of delivery options, and can provide total end-to-end visibility of the delivery process including proof of delivery at the point of handover. Today's consumers demand excellent customer service. Social media makes it very easy for disgruntled customers to spread their dissatisfaction, potentially damaging company reputation. Expert partners can help to ensure that distribution solutions not only meet customer expectations but serve to enhance the shopping experience. And just as social media can quickly spread the bad news, so the opposite is true. Consistently delight customers, and the good news can travel fast.

RLM

- ¹ *The Independent*, 'IoS investigation: The great online delivery scandal', 6 January 2013
- ² *Are You Delivering*, May 2012
- ³ *Ibid*
- ⁴ *2013 UPS Pulse of the Online Shopper*, February 2013
- ⁵ *Silicon Republic*, 'Customers increasingly likely to use social media to complain - survey' 10 October 2013
- ⁶ *Computer Weekly*, 'Why the internet is forcing retailers to rethink their supply chains', July 2013
- ⁷ *BBC Consumer*, 'Twitter complaints: Companies respond more quickly', 18 September 2013
- ⁸ *Right Now*, 'The Retail Consumer Report', 2011



Paul Galpin is Managing Director of mailing and distribution solutions provider P2P Mailing. He has been involved within the mailing industry for over 16 years and has held a number of key roles in Sales and Customer Services throughout this time.



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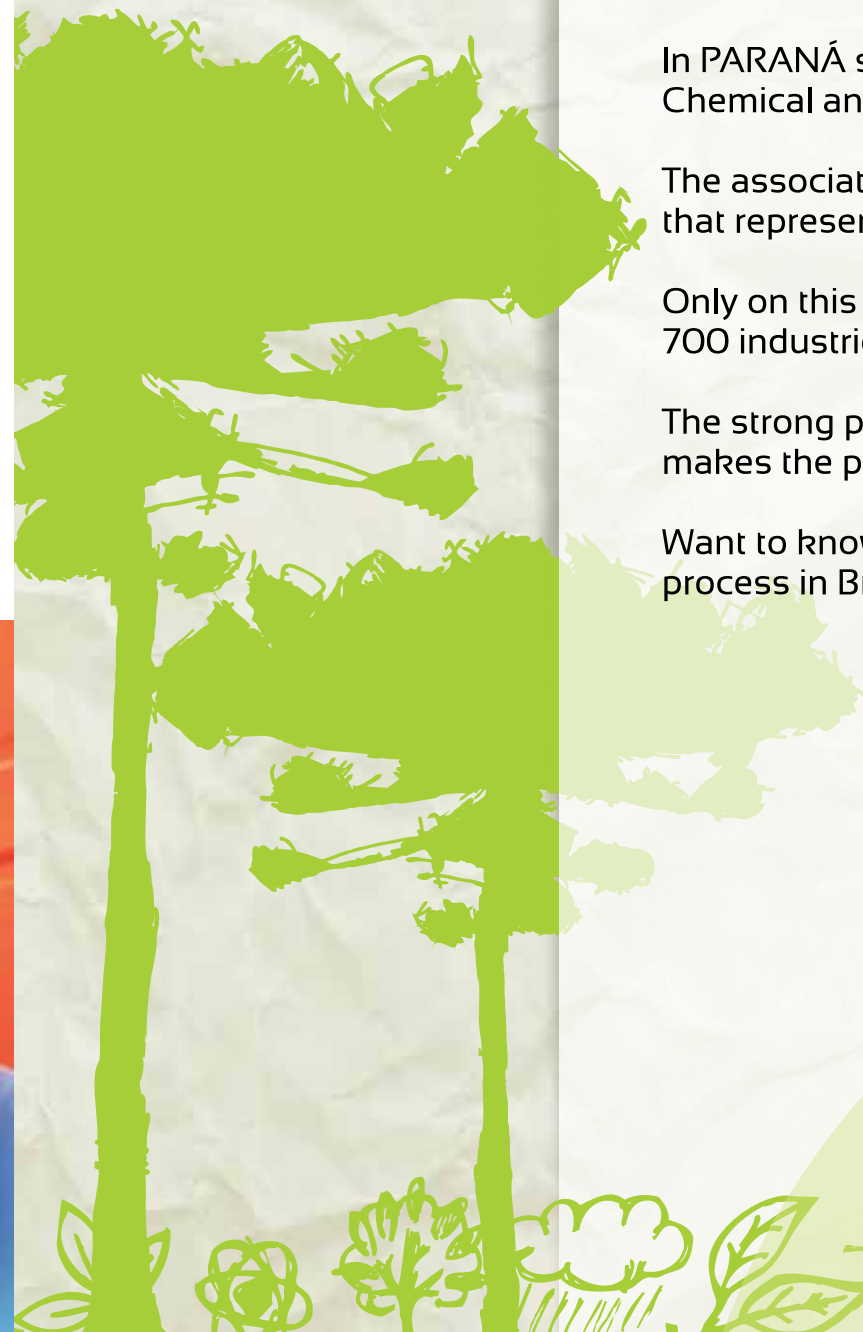
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Reuse. Repurpose. Recycle. How a Simple Idea Reshaped an Industry.

by Jim Mitchem

It all started in 2008. That's when David Campbell, who was in the commercial real estate business, came across an article about repurposing shipping containers for uses other than their original intent. At the time, the commercial real estate industry was in a lull, and so David decided to consider mobile real estate. The idea was simple, to parlay off of the fact that humans are migratory. We move. We shift. We don't sit still. A few weeks later, David purchased a decommissioned shipping container and got to work. He cut out the sides and laid them down to provide something like a floor. Then he added some canvas awnings, bamboo flooring, a bar, some couches, and a television, and in 2009, the first Boxman Studios mobile hospitality suite was born.

At last estimate, there are over 17 million shipping containers in the world. Considering that the average lifespan of a container is between 10 and 15 years, along with the fact that America is an importing nation, and it's clear why US ports are teeming with empty or idle shipping containers. Once decommissioned, containers are either left to rust, melted into steel beams, or repurposed for alternative uses. Melting requires roughly 9,000 kW-hrs of energy - or about the same amount of energy used by the average home in America each year. People know Boxman Studios for making cool things out of shipping containers, but what they might not realize is the positive environmental impact of repurposing them.

Over the years the simple concept of turning a decommissioned shipping container into a mobile hospitality venue has morphed into something much



different. Since 2009, Boxman Studios has grown from a three-person outfit in a warehouse that was barely able to hold one 20' container, to a company of forty plus people in a 66,000 square foot manufacturing facility. With clients like Google, Samsung, Red Bull, Hyundai, and Covergirl, Boxman is utilizing repurposed containers in ways that solve a range of problems for clients in the Events, Trade Shows, and Built Environment sectors.

Campbell knew early on that the only way the company could grow and prosper was to continue innovating. Modifying the configuration of a 20' container originally designed for pop-up parties, the company was able to create a 20' pop-up retail store for Adidas during the Boston Marathon. Two 40' containers became the centerpiece of a tasting station in Times Square for Lays during the launch of a North American campaign for the snack food giant. Five different sized containers were customized to create the Google Village at the TED Conference in Long Beach. And as of this writing, ten containers are traveling from Jacksonville to Pasadena as part of the ultimate tailgate experience for IMG College in an environment called The PlayMaker's Club.

As its clients started approaching Boxman with new ideas, the company had to modify its offerings and add talent to its staff to help fulfill demand. This meant hiring designers and architects and tapping into the rich local NASCAR talent pool to bring fabrication and finishing teams on board. This high level talent also started working together to ASME specifications - the highest building specs in the United States. As a result, their creations can withstand hurricane force winds along the Gulf, snow loads in the Midwest, and even earthquakes out West. To

top it off, Boxman maintains a fleet of trucks to deploy their creations across North America.

"Over the last four years we've been across Canada for Fiat, have deployed in five US cities concurrently for Hewlett Packard, and are currently touring college campuses across America for Hyundai. Logistics is a huge part of what we do. We take pride in the fact that we get our builds to their locations on time and safely." says Campbell. "Our company is built on three primary pillars,



Design, Development, and Deployment. Sometimes the deployment part gets overshadowed considering the kinds of things we're building for brands, but without our logistical aspect, we're just not the same company."

Safety is another major part of Boxman's business plan. Repurposing shipping containers for uses other than their original intention is a hot trend these days. And, while it's not difficult to purchase and modify a shipping container, the second a torch comes into contact with it,



the integrity of the container changes. Boxman Studios recently authored new policies that sets the industry standard for how containers are repurposed. The end result is a model that ensures the highest quality and safety for anyone who interacts with their creations. The ASME standards and engineered stamped drawings provided by Boxman are unique to the industry and will help their clients adhere to rigid insurance requirements and local municipality codes.

So where does the shipping container innovation go from here? If you ask David Campbell, it could be from anywhere.

"We have built our company on the idea that we can't do it by ourselves and we don't have all the great ideas," he said. "The next great concept of what we design, manufacture, and deploy at Boxman Studios could come from anywhere. Got any ideas?"

RLM



Jim Mitchem is a writer and communications tactician. His first novel, *Minor King*, is due in 2014.



RL Careers



Arrow Electronics

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

RLA

- Account Manager for South America
- RL Solutions Director
- Sales Executive, Advertising
- Student Intern Positions

In Managing Your Warehouse, Don't Forget to Account for Returns

By Tim Garcia, CEO, Aptricity

In my day-to-day work helping enterprises configure their warehouses for maximum command visibility, the talk often centers on moving products to customers, and rightly so. Revenue follows sales volume.

But it has become more important that organizations pay equal attention to the flow of products coming back. Especially with the growing popularity of sight-unseen online sales, more people end up sending their purchases back.

The retail industry estimates that nearly 10 percent of all goods purchased – about \$264 billion worth of merchandise – end up coming back. Think about that for a moment: 10 percent of revenues – a good profit margin for many companies – just sitting there in limbo while you position it for resale or return to a vendor.

Beyond the big challenge of detecting return fraud – the National Retail Federation estimates 4.6 percent of all holiday returns involve stolen or already-used items – the main issue with returns is how to deal with goods quickly and keep them from disrupting forward-moving warehouse operations.

In a warehouse unequipped with proper, real-time automation

and tracking, returns can cause all sorts of expensive problems. Just a few examples:

- A lack of tracking data on defective merchandise make it difficult or impossible to charge back a vendor, forcing enterprises to suffer the loss – or at

least to carry the loss for longer than they should.

- Poor warehouse integration slows down the process of restocking and shipping saleable merchandise. Customers might be told an item is “out of stock” when in fact it languishes on the return dock.
- Logging and tracking merchandise returns becomes a slow, labor- and paper-intensive process. Manual processes also are error-prone processes, so mistakes are often introduced into inventory management.
- The sluggish process for documenting and moving returns back to vendors or into retail circulation results in a waste of precious warehouse real estate.

If the industry estimates are on target and 10 percent of merchandise is returned, you see how quickly a seemingly small return problem can become a warehouse train wreck.

Just as with moving products forward in a supply chain, the warehouse represents a mission-critical link in reverse logistics. In both cases, the same, simple goal applies: *To maintain a structured, error-free environment at the lowest cost possible.*

Getting it right comes down to finding efficiencies at every turn and beating the competition in every facet of the game, from improved collaboration and cooperation with

supply chain partners for greater dexterity to achieving greater speed in moving products back to the showroom or the vendor of origin.

A properly automated warehouse becomes not only a supply chain weigh station for goods, but also a catapult



Read the Press

GENCO Receives Logistic Quarterly's Best Third-party Logistics (3PL) Sustainability Award

November 06, 2013- PITTSBURGH, Nov. 6, 2013 /PRNewswire/— GENCO, the leader in delivering Product Lifecycle Logistics(sm) solutions, announced today that it has been awarded Logistics Quarterly's Best 3PL Sustainability Award jointly with its customer, a major computer manufacturer, for their innovative Vested Outsourcing project and the value it created. This year's field of participants included 50 leading North American 3PL providers. Winners were announced at the 2013 LQ Symposium in Toronto, Canada.

[Full Article](#)

Recycling plea as 90% of old furniture goes to the tip

Nov 6, 2013- Britain's 'disposable' culture often means that perfectly good items end up in landfill. Virtually all of Britain's old furniture ends up at the rubbish tip when it is replaced, says a leading waste disposal and recycling company.

[Full Article](#)

Ontario's e-Waste shake-up

Nov 6, 2013- Britain's 'disposable' culture often means that perfectly

good items end up in landfill. Virtually all of Britain's old furniture ends up at the rubbish tip when it is replaced, says a leading waste disposal and recycling company.

[Full Article](#)

Recycling key to county's future

November 5, 2013- Recycling efforts in the state's fastest growing county are picking up speed and DeSoto County officials plan to look no further than their own offices and cubicles to launch the effort.

[Full Article](#)

Delmar Continuing to Repair Radios on Motorola's 2014 No Longer Supported List

05 November 2013 - Delmar Communications Corp., a nationwide repair facility for out-of-warranty Motorola two-way radios, announced today they will continue to repair the CP150 portable radio at their Midwest facility. This in regards to the news that Motorola Solutions will no longer support this model after July 30, 2014.

[Full Article](#)

Flextronics Completes Acquisition Of RIWISA

Nov. 4, 2013 —Flextronics (NASDAQ: FLEX) today announced that it has completed its previously announced acquisition of RIWISA AG. As a result of the transaction, Flextronics has acquired RIWISA's state-of-the-art manufacturing facilities located in Hagglingen, Switzerland and highly-experienced employees in medical, consumer

packaging and industrial products. With the close of the acquisition, Flextronics broadens its precision injection molding and high-speed automation offerings.

[Full Article](#)

Art Smuck Appointed Group President

PITTSBURGH, Nov. 4, 2013—/PRNewswire/—GENCO, the leader in delivering product lifecycle logisticssm solutions, announced today that Art Smuck, president of GENCO's Technology Solutions business has been appointed to the newly created position of Group President. In his new role, Smuck will have leadership oversight responsibilities for GENCO's Technology Solutions and Healthcare Logistics business units, working closely with both teams to drive growth and operational initiatives. He will continue to report to Todd R. Peters, GENCO's CEO and vice chairman.

[Full Article](#)

Stamps.com Announces USPS Shipping Integration With Bigcommerce

05 November 2013 - Stamps.com® (NASDAQ: STMP), the leading provider of USPS postage online and shipping software to over 450,000 customers, today announced its new integration with Bigcommerce, an e-commerce platform that helps fast-growth businesses set up their own online retail store.

[Full Article](#)



to housing and managing extra materials. Ultimately, you end up taking a loss on materials you shouldn't have acquired to begin with, all because you lacked visibility.

It's important that returns not be lost from the overall inventory picture. Remember, excluding defective merchandise, it represents a significant percentage of what you have on-hand and available to customers. Modern automation that incorporates the

availability of saleable returns takes the guesswork out of inventory.

Through the use of RFID tagging or with long-range barcode scanners, companies can expedite the return of items to circulation and gain real-time, dynamic intelligence on what inventory is available, 24/7.

Both inbound and outbound inventory is fully serialized, with information accessible on desktop or mobile devices anywhere in the world. You can receive alerts when stock reaches critical levels, and systems can even pro-actively order more when you're low. Throughout the organization, employees will have relevant, state-of-the-art data available on any digital platform.

Where's the Inventory?

A big source of warehouse problems is a lack of oversight into the physical location of items, which can increase your costs and slow down operations. Without a single, integrated view of where every item should reside, workers have no choice but to guess. They'll take longer to put items away or find items that need to be shipped. That slows loading, creates backups on the returns dock and even affects dock-door scheduling.

Automated systems can render graphical maps that pinpoint exactly where items reside at all times. A similar chain of cascading benefits result: Workers save time,

that takes your business to the next level. By increasing the visibility of your merchandise and its whereabouts, improving your layout, eliminating redundant processes and optimizing the put-away/vendor return process, the warehouse can be transformed from bottleneck to accelerator.

All of the challenges posed by customer returns can be eliminated – or at least greatly mitigated – by employing well-designed, well-implemented automated systems that are easy to use and deliver the command visibility companies need to be truly agile.

Don't Lose Sight of Returns as Available Inventory

If your warehouse has no automated system, then you're flying blind from the start. All you can do is guess on what you really have in stock at any moment in time, and you'll be a loser whether you guess high or low.

If you guess high and end up with an unexpected shortage, orders go unfulfilled and you lose customers – and profits. Often, by the time you realize you're short on an item, you've lost the ability to order it, and the losses continue to mount.

If you guess low, you risk ending up with excess, obsolete or spoiled inventory. That triggers a series of unhappy events: Excess inventory takes up valuable warehouse space, which drives up operating costs related

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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.



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Presentation By: **Bhavani Prakash,** of Eco Walk the Talk



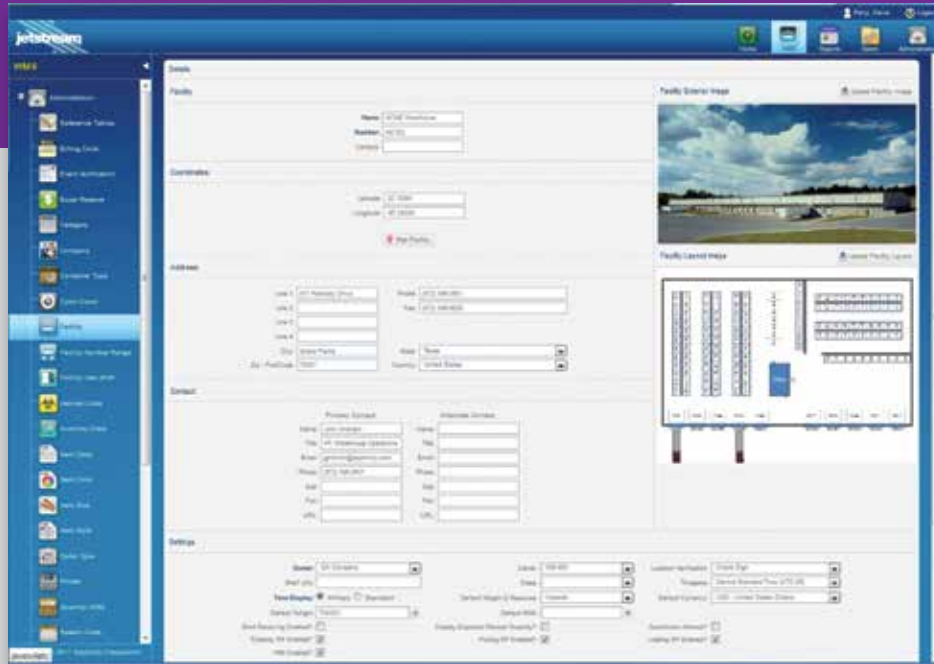
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MAJOR TRENDS IN SUSTAINABILITY AND WHAT THEY MEAN

Businesses, especially those involved in reverse logistics, give special attention to issues of sustainability. These business units devote a considerable internal resources understanding the intersection between profitability, compliance, marketing and environmental citizenship. What does sustainability really mean and how does it relate to the major global and regional trends in terms of technological, environmental and social changes? What strategic opportunities do these trends create for us? How can companies and intrapreneurs make conscious choices that create economic return while helping to create a future in which society thrives?

About the speaker:

Ms. Bhavani Prakash is a leading expert in the field of sustainability and left a career in finance to devote her professional life to this cause. Now, she is the founder of the nonprofit Eco Walk the Talk for the environmental public advocacy as well as Green Collar Asia, a recruitment firm for sustainable careers. She is also a trainer, facilitator, and executive coach based on Six Seconds Emotional Intelligence methodology, Belbin Team Roles, and Positive Psychology Coaching. Ms. Prakash holds Masters in Financial Economics from University of London and a Diploma in Management from Indian Institute of Management Calcutta, India. She is a frequent speaker on sustainability including keynote addresses at TedxSingapore and talks at National University of Singapore, the Humanity Foundation of INSEAD, and Unilever Asia.



Once you have an optimized warehouse layout, an automated system can help speed picking by determining common routes that will save time. And with system-directed pick/put-away, the routing is easily automated, reducing wear and tear on both your equipment and your labor force.

The other big benefit is to reduce the number of “touches” needed to fulfill each order. In warehouses still using manual processes, it’s common for workers to pass a pick ticket or other documentation through multiple hands. The picker will pass it to the checker, who will pass it to the stager, who will pass it to the loader, and so on.

which means inventories are more accurate and up-to-date. Orders (or vendor payments) are fulfilled faster. Less returned inventory exists on the books in a state of limbo. Each warehouse worker also gets more efficient, which creates labor savings.

In addition to greater efficiency, automated systems can even help improve warehouse layout, potentially allowing your business to reduce the amount of space it needs to operate profitably.

Automated warehouse management can analyze current and projected data, including shipping, receiving and inventory levels, to design a layout scheme that helps you achieve maximum efficiency and best use of available space. The right plan will take into account your process flow, the type and style of racking equipment you use and the equipment you use to move stock around. In some cases, you might also need to account for compliance requirements, such as the need to provide safe, secure and environmentally sound conditions for some stock.

The Quickest Path from Point A to Point B

Picking – and by extension put-away – is one of the most labor-intensive activities in any warehouse, with costs by some estimates exceeding 50 percent of total operating expenses. For warehouses that still have manual processes in place, there tends to be no common route taken to put away items or pick them for shipment, which adds unnecessary time and cost to the process.

The same low-touch principal should apply to returns. Automation can help minimize the time and touches required to document and process a returned item to determine if it is saleable and, if not, whether and how it should be sent back to the vendor for chargeback.

The barcode and RFID technology found in today’s automated warehouse systems eliminates that redundancy. In effect, each item – whether headed to the customer or back to the vendor – checks itself in at every stage of the process, seamlessly and with little to no human assistance. All the while, warehouse managers have real-time visibility of the precise state of all inventory.

If it is well designed and effectively integrated, a warehouse management solution should make it possible for you to manage your facility with greater precision than ever before – without paper-shuffling or blind spots. The warehouse manager should be elevated to all-knowing commander of an engine that drives your business.



Tim Garcia is the founder and CEO of Apptricity, a leading provider of applications and services to automate advanced logistics, supply chain and workforce management.

RLM

10th Annual RLA/RLTS Conference & Expo AMSTERDAM

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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.



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Seven Best Practices for Choosing a Field Service Software System

A White Paper for Service Managers

INTRODUCTION

There are many reasons service organizations initiate a process to review, purchase and implement new field service management software. Regardless of the reasons that bring your service organization to that tipping point, there are several critically important ways to organize your buying process that can eliminate the unexpected and significantly increase your chances of success with your new system.

Taking into account decades of field service experience, we've combined business software-buying best practices, software functionality and technology know-how into 7 Best Practices for Choosing a Field Service Software System, a practical guide to help you identify vendor differences and put you in control of the buying process.

Our cumbersome processes are inhibiting our ability to grow.

It takes too long to get invoices out the door.

We're under-utilizing our service technicians' time.

Our customers expect better communication.

We have an opportunity to out-run our paper-based competitors.

TIP #1 UNDERSTAND YOUR BUSINESS CASE

What will we measure vendor systems against?

Any field service system that can make a real difference for your business will require an investment of time and money on your part. Understanding, documenting and communicating the business case for your new system - the improvements you expect to achieve - is a critically important step in not only justifying your own investment, but in directing your vendors as well. Good field service system vendors will ask you about your business case, and work to understand those objectives detail. By clearly communicating your specific business objectives, vendors will no longer just demonstrate their system, but rather how that system can (or can't) help you meet your objectives.

To-Dos:

- Document the business processes where you require improvement.
- Determine how you will measure success for each process, and for the project as a whole.
- Ask your prospective vendors if they can help you calculate your return on investment.

TIP #2 ENSURE AN APPLES TO APPLES COMPARISON

I know these field service systems have differences. How do I bring them out?

At the outset, it's not uncommon to become overwhelmed at both the sheer volume of field service management system choices, but also the degree to which they sound and look the same. To determine which system is right for you, it's not enough to only investigate what the system does. The time you spend and questions you ask in determining 'how' the system operates will draw out the differences and uncover the weaknesses which may not be apparent. Each system is different, but if you don't organize the functionality you need to see and how you want to see it, those important differences could become expensive 'gotchas' when you begin to use the system.

To-Dos:

- Organize your 'project team.' The more eyes and ears on a potential new system, the better. Your colleagues may ask important questions that you would not.

- Develop a software requirements document with sufficient detail. Separate 'must have' features from 'nice to have' features.
- Make sure each vendor addresses all of the areas on your document.

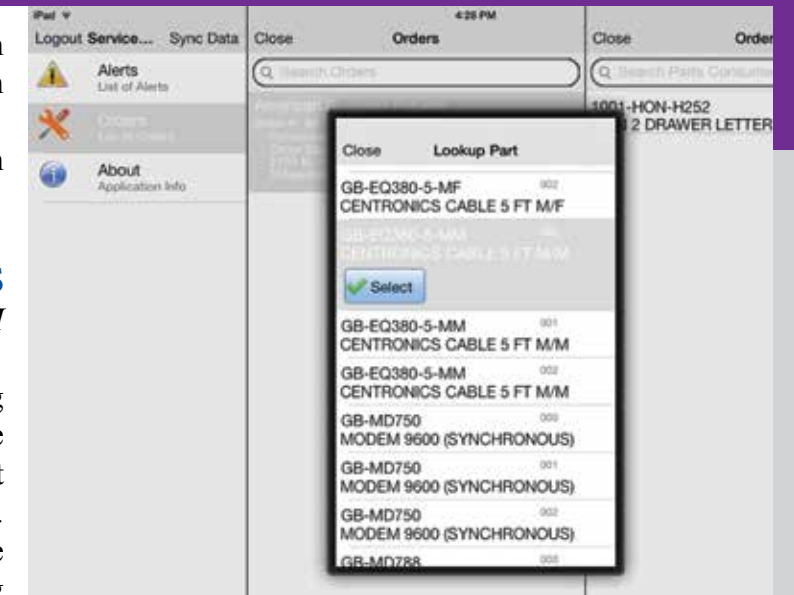
TIP #3 ENGAGE THE FIELD TECHNICIANS

My service technicians are on the front lines. How do I get them as excited about this as I am?

Your service technicians are not just the ones performing your repair, maintenance or inspection work, they're also the ones interacting with your customers most often and living the methods you utilize to record work. Involve your service technicians in your field service management software buying process - from building the business case to evaluating the software. Doing so will not only reduce 'field resistance' to the new system, but it may also uncover some unexpectedly great ideas about how to do things better. Mobile device, network and mobile application technology has made a quantum leap in recent years. Involve your techs in the mobile field service software discussion in particular, or they may create their own solutions in the van without you.

To-Dos:

- Identify service technicians that are a representative crosssection of the entire fleet to serve on your new



system committee. Involve veterans and technology-savvy young technicians alike.

- Get your technicians' feedback about a strategy for mobile devices.

TIP #4 GET UP TO SPEED ON FIELD SERVICE SOFTWARE TECHNOLOGY TRENDS

Technology buzz words abound. Understand what they mean and what they do.

When researching and speaking with field service

Industry Events



RLA@ CES 2014

January 7-10, 2014

Conf & Expo: Las Vegas 2014

February 10-13, 2014

Conf & Expo: São Paulo 2014

August 5-7, 2014

Workshops: CES 2014

January 9, 2014

RLA @ Home Delivery World 2014

April 7-8, 2014

Conf & Expo: Singapore 2014

September 23-24, 2013

Workshops: Las Vegas 2014

February 10, 2014

Conf & Expo: Amsterdam 2014

June 17-19, 2014

software vendors, the technology buzz words are guaranteed to be flying fast and furious. Don't discount those items as ancillary or assume that all vendors already do, or will eventually accommodate these important new technologies. Chances are you don't want to invest in a system that will be technologically obsolete in a couple years. While independent research is strongly encouraged, here are a few of the technology trends you need to dig into with each vendor you're considering:

Software as a Service (SaaS) – Vendors have begun to offer their systems in the SaaS, hosted, cloud-based model, requiring only an internet connection, and negating your need to purchase and maintain hardware in your office.

Mobile Field Service – Service technician access and recording capability for customer, site, asset, warranty, inventory and inspection information utilizing a mobile device in the field.

Ruggedized – Robust mobile devices specifically

engineered to withstand difficult industrial and commercial business conditions.

Integration – The ability of a field service management system to pass data back and forth in an automated fashion with ERP, CRM or other home office-based business systems.

Portals or Web-Based Interfaces – Ability to access and interact with field service system information from the internet in a limited or focused manner. Common examples include customer, technician and executive portals.

To-Dos:

- Determine your preferred field service software deployment model – either on-premise or Software as a Service (SaaS).
- Familiarize yourself with mobile operating systems and device options.
- Document which (if any) of your home office systems



Conferencia y Exposición de Logística Inversa en São Paulo Brasil

5-6 De agosto de 2014

Patrocinado por la Asociación de Logística Inversa

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- OEMs e Varejistas Principais estão procurando empresas terceirizadas para prover serviços de gerenciamento e administração do processo de Logística Reversa nesta região.
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and data the new field service software will need to integrate with.

TIP #5 TAKE A DEEP DIVE INTO CUSTOMER SUPPORT

You're going to get stuck. Will tech support be there when you need it?

Your field service management system literally runs your business, and like most service organizations, you probably have team members that like to figure things out themselves, and others that want more personal hand-holding. In either case, you want to make sure that when they get stuck, the field service management system support you need is accessible, capable and affordable.

Will software experts be available over the phone, or are they call center employees that simply log your call for later? What will you be interacting with – people or a phone system? Are there specific parameters to be aware of that determine whether support is included or paid?

To-Dos:

- Ask what support is included with your software license, and what is not.
- Find out the level of experience and training of those in 'front line' support.
- What happens when major software bugs are encountered?

TIP #6 CHECK REFERENCES

How does the vendor sound from the perspective of an actual user?

An extremely important, often-neglected step in software selections is the reference calling. Don't let your enthusiasm over a new vendor let you lose sight of the importance of hearing from companies who use the

system every day. Make the most of your reference calls by asking a wide variety of questions, from system usability and stability to customer support and communication. Additionally, you may ask to speak with management and operations users from the company.

To-Dos:

- Spend time developing a list of questions before you make reference calls.
- Find out how long the reference has used the system, and how it compares to their past vendor experiences.
- Don't limit the conversation to software only – ask about how well the vendor supports and communicates with the reference.

TIP #7 HAVE AN IMPLEMENTATION AND TRAINING PLAN

It may not be fun, but with the right plan, it can go smoothly.

Successful field service software implementations are not a sure thing, and are never as easy as your vendor makes them sound. They are a major exercise in organizational change management, and should be planned for accordingly. The good news is that the time and effort you put into running an organized software selection process as outlined in Tips 1-6 should positively affect the implementation. Beyond relying on the implementation and training plan as proposed by your field service system vendor, there are several steps you should take to galvanize your team around the system rollout project.

To-Dos:

- Name an implementation team leader. Make it official and communicate it to your vendor and implementation team.
- Communicate regularly and formally with your

- service team before, during and after the rollout.
- Your service department personnel's day jobs will not go away during the rollout. Work together with your vendor to come up with a realistic timeframe.

CONCLUSION

Scores of field service industry research reports prove the real and lasting business benefits of a capable, properly implemented field service automation system. These include higher technician utilization rates, higher first time fix rates, better management visibility of field activity, and better competitive differentiation. A thorough and organized software selection and implementation process can help you realize these benefits for your service organization as well. RLM



Mike Pandl is Vice President of Marketing for MSI Data.

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WEBINAR

Thursday November 21, 2013 ♦ 09:00 AM
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Presentation By: **Roger Levi** of Intel



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MAJOR TRENDS IN SUSTAINABILITY AND WHAT THEY MEAN

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

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

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

Hosted by the RLA Software Solutions Committee.

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

by Ron Giuntini

In part III of this article, an overview of the following last four 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?

6. What are the key processes that deliver a value proposition?

There are three critical processes required for this business model:

- ❑ The process of sourcing “cores”
This source of cores can be obtained from the following:
 - Permanently impaired vehicles.
 - Warranty component pools.
 - Like-Kind Exchange [LKE] component pools.
 - Surplus assets.
- ❑ The remanufacturing process
The efficiency and effectiveness of the process is driven by the following:
 - What tasks are to be performed that provide the value expected by the customer.
 - What is the configuration of the remanufactured product delivered that will provide a “like-new” product.
 - What design-for-remanufacturing elements have been incorporated into the item for optimizing the cost of material recovery and labor.
- ❑ Managerial cost accounting
This process is multiple folds more complex than

the managerial accounting required for new product manufacturing. This is caused by:

- Multiple conditions of the same part number employed in the remanufacturing process, each with their own cost: new, used, repaired and remanufactured.
- Multiple configurations of the same part number, each with their own cost
- Multiple transactions for a part number, each with their own cost: sale, exchange, loaner and renew-and-return.
- Multiple ownership of the same part number throughout the Remanufacturing Enterprise requiring a robust management of the accuracy of the balance sheet: end-user owned, lessor-owned, OEM owned, dealer-owned and OEM-supplier owned.



7. What key resources are required to be employed in the processes?

The following are three key resources to be employed in order to be successful in managing the remanufacturing process:

- ❑ Forward and Reverse Supply Chain Management [SCM] professionals
These individuals are very hard to find. Few professionals have been formally trained in Forward SCM and virtually none have formal training in Reverse SCM. Highly honed planning and

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.



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acquisition skills are absolutely critical to assure the management of the business model.

❑ Process engineers

There is no professional degree such as “Remanufacturing Engineer.” The skill sets required to creatively design the tasks for employing a remanufacturing process are only obtained through “real world” experience. Again, there are few individuals who have obtained the experience to truly optimize the efficiency and effectiveness of the remanufacturing process. The author has found it more advantageous to employ a non-degreed individual with remanufacturing experience, than an inexperienced degreed individual.

❑ IT infrastructure

As a result of the complexity of the operational transactional activity, coupled with the managerial cost accounting postings, a large scale Remanufacturing Enterprise could not function without a robust IT infrastructure, with a specific emphasis on application/backroom software. Again, because remanufacturing is a nascent discipline, little Commercial-Off-The-Shelf [COTS] application software is available from suppliers.

8. What are the key sources-of-resources employed in the process?

Because the remanufacturing business model is so different than the current build-new-and-sell business model, OEMs should create a Remanufacturing Enterprise which employs many sources-of-resources other than their internal capabilities. The key sources-of-resources would be:

- ❑ The organization that disassembles and reassembles vehicles; this could be done by a low volume production organization, such as Magna International.
- ❑ The organization that remanufactures repairable components; this could be performed by the largest vehicle dealers or OEM-suppliers who currently perform remanufacturing processes such as Caterpillar’s remanufacturing division.
- ❑ The physical movement of cores; this could be performed by UPS or FedEx.



The alternatives are many, but a detailed Business Case Analysis [BCA] for selecting the sources-of-resources employed in the business model must be developed.

9. What is the cost structure?

The cost structure is focused upon maximizing the retention of the value-added content of materials



employed in the remanufacturing process and minimizing the direct labor content employed in the process. Direct labor costs will be reasonably predictable, but the cost structure of materials will be a highly variable one; prices of cores and the residual values of vehicles could vary dramatically from year to year due to multiple supply and demand issues. As a result of this volatility, a robust accrual accounting system will be required to “smooth” the impact of fluctuating material costs upon the income statement and balance sheet. Revenue recognition issues will be extremely important in the construct of financial statements.

In conclusion, the business model described above is a framework that could be employed to evolve a light-vehicle OEM into a limited provider of remanufactured vehicles. The time has come for the Big-3 to think out-of-the-box regarding how they do business. The transition will not be easy, but the anticipated rewards of delivering

remanufactured products will be one piece of the puzzle that will be employed to reinvigorate the domestic auto industry and continue to address environmental challenges.

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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.

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Returning Thoughts

Reverse Logistics Receiving with No Labor, Faster Processing and More data

by Paul Rupnow

Imagine handling Reverse Logistics product returns faster, with better data capture and no labor cost. Hard to imagine? Impossible you say? Maybe impossible today, but what about tomorrow? “If we want to significantly improve the Reverse Logistics receiving process, we need to start exploring and looking to the future”, says Roger Levi of Intel.

The Reverse Logistics Software Committee recently hosted the first of two Interactive Webinars with Roger Levi and John Reinhardt from Intel, to explore better ways to do bulk returns. But really these sessions are a Reverse Logistics “Think Tank”: sessions to gather Reverse Logistics professionals together to utilize their combined Receiving expertise to discuss better ways to process returns today, but also to drive a vision for the future. The Reverse Logistics teams and partners at Intel process thousands of returns, sometimes chips, sometimes full assembled units. Roger Levi has been challenged by John Rinehart to explore and find a better way.

The webinar topic: Challenge: Better, Faster Returns Processing and Data Collection: How can Intel “design and manufacture for Reverse Logistics Operations” with Roger Levi from Intel, an Interactive Webinar.

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

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Since this is an interactive discussion webinar, attendees are asked to please bring their knowledge, wisdom, experiences and suggestions to share with all participants.

For the session, Roger prepared a list of Receiving



issues and topics he wished to review and discuss. The feedback from the group was so informative and encouraging that Roger asked to extend the session to a second date.

Registration Link:
<http://rla.webex.com/rla/j.php?ED=268491082&RG=RLM>

Good Luck!
 Paul Rupnow
 Reverse Logistics Professional.com
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

You can listen to the Session 1 Webinar from Thursday October 17 on the RLA.org website at the Software Committee page.

Join us for Session 2 on Thursday, November 21, 2013 at 12:00 noon EST / 09:00 AM PST by registering at the link below. The session is free and all you need to bring is your knowledge, experiences and ideas.

Join us for the challenge! Help us think “Outside the Box” and get on the road to re-inventing Reverse Logistics Receiving.

REVERSE LOGISTICS ASSOCIATION
Reverse Logistics Terms

Industry Definition		R E V E R S E L O G I S T I C S	Life Cycle Management
INDUSTRY	TERMINOLOGY		Customer Solutions
Apparel	Merchandise Returns	E Q U A L S	<ul style="list-style-type: none"> •Customer Service (helpdesk) •Depot Repair/ReMan •Service Logistics (Field Service) <ul style="list-style-type: none"> –Transportation/Warehousing –Spare Parts Management –RMA Management –Replacement Management •Refurbishment •Screening/Count Auditing •End-of-life Manufacturing •Remanufacturing •Fulfillment Services •IT Process Management •Recycling •Scrap/Waste Management •Gray/B Channel Management •Warranty Management •Asset Management •Sustainability <li style="color: green;">•Environmental Resources
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White Goods	Takebacks		

Reverse Logistics Talk

Direct and Indirect Impacts of E-Waste

by Jennifer Bilodeau

Electronic waste (e-waste) has been a rapidly growing problem as many of the components in electronics contain toxic substances that can harm the environment and pose significant health threats on the population. New Jersey implemented e-waste legislation signed into law January of 2009 (Lawson, u.d., p.3). It was found that 2% of the municipal solid stream waste was due to growing e-waste in our communities. The significant concern pertained to groundwater contamination from lead, mercury, cadmium, and brominated flame retardants (Lawson, u.d., p.2). It was also recognized that many manufacturers taking back obsolete or broken electronic equipment was shipping e-waste to impoverished countries where the infrastructure to safely manage the waste was non-existent and creating global health concerns.

The dumping of e-waste in developing countries was often considered the “green passport” because it offered economical and convenient means for manufacturers to manage returns and obsolete electronic goods (Pinto, 2008, para. 4-5). The laws implemented required manufacturers of consumer electronic devices to register with the state paying an annual \$5,000 fee and “submit a plan to the State Department of Environmental Protection to collect, transport, and recycle covered electronic devices based on its return share in weight” in June 2010 (Lawson, u.d., p 4). On the manufacturing end, if a manufacturer recycles in excess of their share of weight, they are permitted to sell their excess credits.

Profits In Reverse Logistics highlights the current recapture of precious metals from e-waste that was once lost to overseas dumping. “Consumer Electronic device manufacturers use 320 tons of gold and more than 7,500 tons of silver every year to meet consumer demands for iPads, Galaxy



Tab, notebooks, PC’s, smartphones, and other devices” (Burger, 2012).

By January 2011, all approved plans were implemented and consumers were no longer allowed to dump e-waste but required to handle e-waste separately. Some communities offer an annual e-waste collection week at the curb, while others require residents to transport their e-waste to a recycling facility. Regardless, the state does not require fees for consumers to encourage compliance.

The immediate direct impact locally is the reduction of landfill waste, and the protection of harmful substances entering the water table. When e-waste is shipped overseas without the infrastructure to safely manage, the environmental and health risks are increased significantly in that region as these countries often landfill or incinerate e-waste creating persistent bio-cumulative toxins (Dittke, u.d. p. 8). The toxins are dangerous because they linger in the environment and accumulate in living tissues impacting not only human health, but the food and water supplies. As the concentration of toxins build up and increase as it enters the food chain, especially in fish, contributing to an increase of cancer, nerve damage, and reproductive disorders in the region (Pinto, 2008, para 19-22). By restricting manufacturers from sending e-waste overseas, it is directly improving environmental conditions and reducing health concerns of people in developing countries.

“The United State Environmental Protection Agency reported that in 2005, 2.63 million tons of e-waste was generated increasing at a rate from 8% the previous year” (Renckens, 2008, p. 286). Only 12.5% or 330,00 tons had been recovered through recycling Manufacturers are finding added benefits to deconstructing electronic goods to keep precious metals and raw materials in the United States for reuse in new products. “The United States alone generates 249.9 million tons of municipal solid waste each year with 25% being plastics” (Kanellos, 2012).

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A thermal process has been developed for plastic in an oxygen deprived environment that depolymerizes plastic into synthetic crude

oil. What is beneficial is that any grade plastic can be used and does not need to be separated. Waste from the process is used to produce energy, liquids are treated, and solid residue is made available for commercial use. "Roughly 8.5 pounds of plastic can generate a gallon of crude oil" (Kanellos, 2012). Approximately 5.6 barrels of crude oil would be processed from every ton of plastics at a price point of \$40 a barrel dramatically impacting operating costs associated with highway construction vehicles and equipment.

Consider the indirect impacts as a result of new innovations both on local, regional, and global scales aside from the. The cost of fuel impacting the larger supply chain transport costs will slow inflation, if not reduce costs of manufacturing and transporting of goods. By harvesting plastics, and waste from landfills, there will be a slower rate at which we fill precious landfill space as well as lowering disposition costs. The cost savings using recycled materials will impact procurement activities. By purchasing recycled materials rather than harvesting raw materials, a manufacturer could feasible find all materials within a smaller region reducing transport costs. As the demand is lowered for raw materials, the price point will begin to fall.

When the thought pattern of waste management

transitions to a resource management approach to identify and benefit from reducing underlying expenses that filter throughout the entire organization. RLM

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Jennifer Bilodeau, a Reverse Logistics specialist, formerly supported the Department of the Defense in day to day management of both inbound (return) and outbound distribution of goods throughout the command. She was recognized for exemplary performance throughout the base relocation effort working with internal/external stakeholders managing multiple projects assessing tangible goods for movement to new facilities, acquiring replacement items, as well as recapturing value from left behind products. In this role she oversaw reverse logistics operations including repair and warranties, secondary markets, deconstruction and re-utilization of parts, as well as final disposition instructions.

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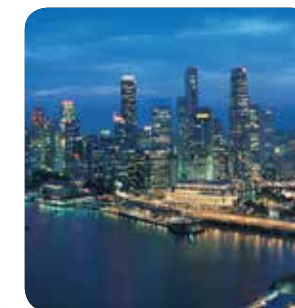
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