

# REVERSE LOGISTICS magazine®

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



## Reverse Logistics Lessons from Afghanistan

Page 12

Edition 61



OFFICIAL MAGAZINE OF THE  
REVERSE LOGISTICS  
ASSOCIATION®



*Save the Date!*

Dear Ladies and Gentleman,  
On March 26th and 27th from 8.30 am to 6.30 pm,



Union of the Chemical and Pharmaceutical Industries from the State of Paraná will present the INTERNATIONAL SEMINAR OF REVERSE LOGISTICS and the 1st REVERSE ART SHOW IN PARANÁ at the CIETEP/FIEP headquarters.

This subject is of great interest to our sector and we want to properly educate ourselves moving forward.

Thus, we want you to participate

Please, SAVE THE DATE in your calendar and join us.



co-sponsored by



[www.rltshows.com/par14.php](http://www.rltshows.com/par14.php)



# RLA Conference & Expo RIMINI, ITALY

Over 300 Remanufacturing & Reverse Logistics Professionals will be in Attendance with 46 Exhibitors showcasing their products and services



## The Largest European Reverse Logistics & Remanufacturing Event of the Year



**Location:**

The Beautiful Coastline of the Italian Riviera  
Rimini, Italy

**Venue:**

Milano Marittima

**Date:**

Workshops - May 21, 2014  
Conference & Expo - May 21-23, 2014

This event is a collaboration between APRA (Automotive Parts Remanufacturers Association) and RLA (Reverse Logistics Association). We are bringing together the best of both: APRA which is Remanufacturing and RLA which is Reverse Logistics.

Networking will be an unsolicited theme throughout the conference and don't miss out on the plant visit of an Italian car manufacturer! Several presentations will be given on Remanufacturing & Reverse Logistics given by Reverse Logistics & Remanufacturing professionals, leading academics and interactive panel discussions. Be sure to visit the Exhibition Hall where OEMs and Branded companies can identify future service partners among the many exhibitors showcasing their Reverse Logistics & Remanufacturing solutions.

For more information, visit: <http://www.rltshows.com/italy.php>



REVERSE LOGISTICS ASSOCIATION  
CONFERENCE & EXPO



# CONTENTS

Issue 8 Volume 3

## Cover Article



Page 12

### Reverse Logistics Lessons from Afghanistan

By Tim Garcia, CEO, Appticity Corp.

Reverse logistics might be a relatively new idea for civilians, but armies have been perfecting the practice for as long as they've been fighting wars.

## Articles



Page 20

### What Gets Measured in Service Supply Chain Optimization: Customer Behavior

by Dan Gettens & Pedro Cueva, OnProcess Technology, Inc.

In optimizing their Service Supply Chain, many companies start by trying to better understand customer behavior. What is the pattern of customer response? What are the unique needs of customers in each segment? Which customer segments are under-served?



Page 24

### History of Reverse Logistics is at the Core of The Stories of War, Retail, eCommerce, and Automotive Aftermarket

by Adam Robinson, Cerasis Inc.

Yesterday we begun our extensive series on what is reverse logistics and in this post and subsequent posts, we will cover all things reverse logistics, so that when you hear about reverse logistics, you can be in the know and know the real facts pertaining to this form of logistics.

## Feature Articles



Page 40

### Returning Thoughts

by Paul Rupnow

Reverse Logistics Tips from the Pros at the RLA Vegas 2014 Conference



Page 42

### Reverse Logistics Talk

by Jennifer Bilodeau

Collaboration: The Future of Reverse Logistics (Part 2)

Go to 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

**Publisher** – Gailen Vick  
**Editor** – Felecia Przybyla  
**News Media** – Alex Spasic  
**Technical Director** – Matt Gwilliam  
**Director of Education** – Doug Pratt  
**Speaker Co-ordinator** – Alexandra Von Wachter  
**Public Relations** – Krislyn Emely Gundaya  
**Magazine Production & Graphic Artist** – Benjamin Trokey

**Board of Advisors**  
James H. Hunt IV – GENCO Technology Services  
Troy Kubat – Walmart  
Thomas Maher – Dell  
David Moloney, Google  
Ian Rusher – Cisco Systems  
Ian Towell – Tesco  
Susan Wackerman – Hewlett-Packard  
For more information on the Board of Advisors, go to 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  
www.RLMagazine.com

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

ISSUE 8 VOLUME 3  
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 61 published March 2014.

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 E-Readers:



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

## Articles



Page 32

### Returns management is taking off in China's online shopping era

by Dr. Haozhe Chen

Not long ago, when Chinese consumers wanted to return the products they bought in stores, they might have to prepare a carefully thought alibi in order to face multiple store employees' torturing inquisition, often resulting sadly bringing the original products back home.

## Video



Page 17

### What is the Reverse Logistics Association?

by Reverse Logistics Association

## Features

Message from the Editor	6	Read the Press	27
Focus Committees	7	Money Talks	35
Message from the Publisher	8	Industry Events	41
Advisory Board	9	Returning Thoughts	40
Industry Committees	10	Reverse Logistic Talk	42
Regional Chapters	15	Industry Jobs	48
		Advertiser Index	53

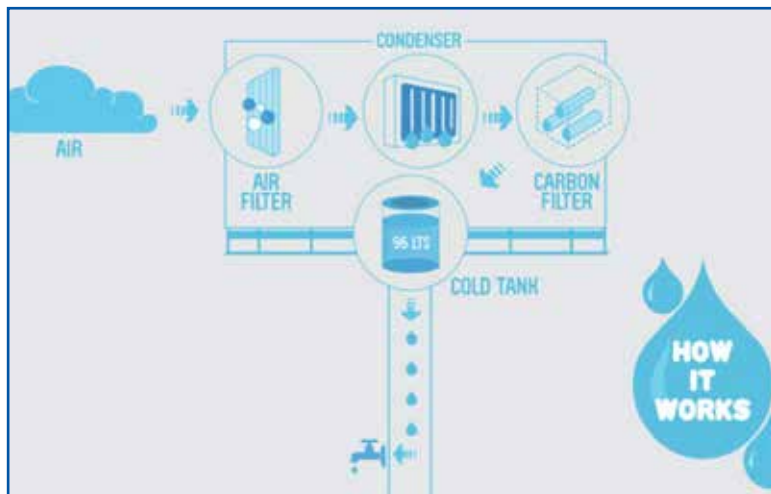


## Message from the Editor

I recently read an article online titled “The First Billboard in the World to Make Drinking Water out of Thin Air”. At first, my thought was “what kind of joke or scheme is this article taking me to?”, but after having several friends suggest I read it, I was so impressed with the creative idea, technology, and success when the thought was carried through. The billboard was in Peru and is helping residents there



get clean water, where water has been lacking.



After reading something like this, I can't help but think of what other problems in this world can be fixed by putting some creative thought into it. Can we solve world hunger, homelessness, and poverty? In our Reverse Logistics industry, companies are following e-waste laws and doing all they can to make sure their products end up in the right place. We often hear the term, Reduce, Reuse, Recycle to remind us of what to do with trash. Many companies are now starting to think more about how they make their products and packaging more green so when it comes to the end of that product's life, it not only doesn't end up in a landfill, but can be more easily taken care of and properly disposed of in a safe and

green matter. If our sustainability ideas come at the beginning of a product, then the end of the product's life will have a much better outcome for us and our planet.

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.



## Reverse Logistics Association Focus Committees

### FOCUS COMMITTEES

#### CORPORATE SOCIAL RESPONSIBILITY

- Jennifer Bilodeau, Reverse Logistics Talk
- Wes Stott, DEX

#### EXTENDED WARRANTIES

- Charles Chappell, Genco
- Andrew Cowan, The InFocus Group
- Mohan Kumar D, Hewlett-Packard
- Craig Plowden, Revlogs (Pty) Ltd
- Doug Pratt, Creative Innovations

#### RL CERTIFICATION

Chairperson: Tony Sciarrotta, Reverse It Sales & Consulting

Co-Chairperson: David Giese, Dell, Inc.

Coordinator: YE ZHAO, East Carolina University

- Noah Arvidson, U.S. Cellular
- Jennifer Bilodeau, Reverse Logistics Talk
- Haozhe Chen, East Carolina University
- Jack Debutts, Spinnaker Management Group
- Elaine Gasser, Hewlett-Packard
- David Giese, Dell, Inc.
- Jason Maciver, Dell
- Mark McDonald, MarkQ Consulting
- David Patton, American Public University
- Tony Sciarrotta, Reverse It Sales & Consulting
- Ye Zhao, East Carolina University

#### SOFTWARE SOLUTIONS

Chairperson: Leonard Schneeman, DEX

Co-Chairperson: Paul Rupnow, Andlor Logistics Systems Inc

- Cynthia Cheak, Dell, Inc.
- Haozhe Chen, East Carolina University
- Randal Dewey, Pervacio, Inc.
- Matt Domachowski, GENCO ATC
- Roger Levi, Intel
- Stephen Martyn, Invata Intralogistics
- Ray Miller, CSDP
- Craig Plowden, Revlogs (Pty) Ltd
- Doug Pratt, Creative Innovations
- John Rinehart, Intel

- Paul Rupnow, Andlor Logistics Systems Inc
- Lee Sacco, Oracle
- Leonard Schneeman, DEX
- Seshagiri Singaraju, Sun Microsystems
- Sheryl Skifstad, Motorola

#### SPARE PARTS MANAGEMENT

- Mohan Kumar D, Hewlett-Packard
- Dan Gardner, GENCO
- Sergio Garza, Eesource Corporation
- Patrick Joseph, Encompass
- Craig Plowden, Revlogs (Pty) Ltd
- Jim Scarff, Encompass
- Derek Scott, Canon
- Jose Luis Villalvazo, Hewlett-Packard
- Sandra Walls, AVPOL International
- John Weatherup, Hewlett-Packard

#### STANDARDS

Chairperson: Ron Lembke, University of Nevada

Co-Chairperson: Paul Rupnow, Andlor Logistics Systems Inc

- Ken Jacobsen, Connexus
- Ron Lembke, University of Nevada
- Doug Pratt, Creative Innovations
- Tommy Rector, American Public University
- Paul Rupnow, Andlor Logistics Systems Inc

#### SUSTAINABILITY AND

#### ENVIRONMENTAL MANAGEMENT

- Jennifer Bilodeau, Reverse Logistics Talk
- Jose Garcia, Motorola
- Cintia Gates, Dell, Inc.
- Robert German, Rochester Institute of Technology
- Raymond Glynn, Arrow Value Recovery
- Doug Pratt, Creative Innovations
- Renee St. Denis, Hewlett Packard
- Kenneth Turner, Hewlett-Packard
- Joe Walden, University of Kansas







# Message from the Publisher

## REVERSE LOGISTICS LESSONS

We are preparing for the largest RL event in Europe in **Rimini, Italy, May 21st - 23rd, 2014**. We will have over 400 RL and Reman Professionals in attendance with over 40 exhibitors. Networking will be an unsolicited theme throughout the conference from our RLA Community that gives everyone updates in the palm of your hand to one another's schedules & receptions. Don't miss out on the plant visit of an Italian car manufacturer!

As the Executive Director of the Reverse Logistics Association I am constantly being asked about best practices and case studies. Best practices are very hard to come by because most people don't want to share the best practices. Besides, it varies so much from process to process and company to company. One thing that we collect a lot of information on is lessons that people have learned over the years.



In this month's RL Magazine Edition you'll see multiple stories of people expressing lessons learned over time. We hope that you'll take time to read our cover story on the RL challenges that the United States government saw in Afghanistan both in supporting and returning equipment supplies from that region of the world.



RLA Seminar - Atlanta 2009

One of the challenges facing everyone is trying to understand what solutions there are for all processes. One of the tools for companies that are often time overlooked is our process of request for information (RFI). We label it RL Quote and we don't mean for it to be a hidden secret but it seems to be. RL Quote is a tool for you to find solutions for your company and what's new from other companies that could be a great benefit to you.



RLA Conference & Expo: São Paulo 2013

Also make sure you look at our scheduled events this year. Many of you are not taking advantage of the exhibit space that we have for our members, which is included in your membership fees. This week in Atlanta Georgia over 750 exhibitors along with over 20,000 Logistics professionals will be meeting at the hi-tech center. I think it would make a great opportunity for you to visit with the clients there. But we have the same thing occurring in Paris, London and Chicago in the coming months. So make sure you look at our schedule at [www.RLAshows.org](http://www.RLAshows.org)

Best Regards,  
Gailen Vick, Founder & Publisher  
[www.RLA.org](http://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:



**Dr. Mark Ferguson - University of South Carolina**, Dr. Mark Ferguson serves as the Director of the Sustainable Enterprise and Development Initiative. Dr. Ferguson has worked in the reverse logistics area for over ten years; teaching classes on reverse logistics topics, consulting with companies and providing thought leadership of the area through his research.



**James H. Hunt IV - GENCO Technology Services**, Jim is the Senior Vice President, Business Development for GENCO Technology Services. He has responsibility for account management, new business sales and solutions development. He joined GENCO in July 2012.



**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.



**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



**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.

**David Moloney, 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."



**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.



**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.





# 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 Association

- Craig Plowden, Revlogs (Pty) Ltd

## CONSUMER PRODUCTS

Chairperson: Paul Baum, PlanITROI

Co-Chairperson: Kathy Murphy, Jarden Consumer Solutions

Co-Chairperson: Tony Sciarrotta, Reverse It Sales & Consulting

- Ray Agarpo, Hewlett-Packard
- Paul Baum, PlanITROI
- Charles Chappell, Genco
- Andrew Cowan, The InFocus Group
- Jack Debutts, Spinnaker Management Group
- Charles Dunton, Genco
- Steven Fulghum, U.S. Cellular
- Christopher Galletto, OfficeMax
- Elaine Gasser, Hewlett-Packard
- Cintia Gates, Dell, Inc.

- William Griffin, Sprint
- Patrick Joseph, Encompass
- Brad Larsen, Hewlett-Packard
- Lynda Lopez, Nook Media
- Stephen Martyn, Invata Intralogistics
- Mark McDonald, MarkQ Consulting
- Dave Moloney, Google
- Anthony Montagano, OfficeMax
- Kathy Murphy, Jarden Consumer Solutions
- Craig Plowden, Revlogs (Pty) Ltd
- Doug Pratt, Creative Innovations
- Tim Quinn, BJs Wholesale Club
- Paul Rupnow, Andlor Logistics Systems Inc
- Jim Rushton, Encompass
- Jim Scarff, Encompass
- Tony Sciarrotta, Reverse It Sales & Consulting

## DATA STORAGE

Chairperson: Tom Burnam, Western Digital

- Tom Burnam, Western Digital
- Gary Gear, Toshiba America Electronic Components, Inc.
- Joseph Mount, Tabernus, LLC
- Rachel North, Toshiba America Electronic Components, INC.
- Doug Pratt, Creative Innovations
- Wes Stott, DEX
- Jose Luis Villalvazo, Hewlett-Packard

## FOOD AND BEVERAGE (UNSALEABLES)

Coordinator: Maria Molina, Reverse Logistics Association

- Gene Bodenheimer, GENCO
- Pat Coats, Kellogg Company

- Dr. Oliver Hedgepeth, American Public University

## LIFE SCIENCES

- Jack Debutts, Spinnaker Management Group
- Dan Gardner, GENCO

## REMAN (AUTOMOTIVE & HD)

Chairperson: Gailen Vick, Reverse Logistics Association

- Charles Chappell, Genco
- Craig Plowden, Revlogs (Pty) Ltd

## RETAILERS

Coordinator: Rachele Hetterson, Defense Ammunition Center

- Raul Castilla, Walmart
- Christopher Galletto, OfficeMax

- Summer Irvin, Overstock.com
- Anthony Pereira, Barnes & Noble
- Craig Plowden, Revlogs (Pty) Ltd

## SPACE & AVIATION (OBSCOLESCENCE)

Chairperson: Gailen Vick, Reverse Logistics Association

Coordinator: Yann Conchaudron, IESEG school of management

- Yann Conchaudron, IESEG school of management
- Sandra Walls, AVPOL International

## WIRELESS TELECOMMUNICATIONS

Chairperson: Angelika Kluna, CLi360, Inc.

Co-Chairperson: John Smith, Asset Science

- Amy Augustine, U.S. Cellular
- Peter Carfrae, GENCO
- Randal Dewey, Pervacio
- Bill Kenney, OnProcess Technology
- Angelika Kluna, CLi360, Inc.
- Brian Mantel, Sprint
- Stephen Martyn, Invata Intralogistics
- Craig Plowden, Revlogs (Pty) Ltd
- Bob Ragsdale, Pervacio
- Dave Showalter, CRS Recycling / Services
- John Smith, Asset Science
- Joseph Tarantino, Sprint
- Joe Walden, The University of Kansas
- Sandra Walls, AVPOL International
- Larry Worden, EcoAsia Technologies, Ltd.



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

Focus Committees continued on to page 7  
Regional Focus continued on to page 15



## Reverse Logistics Lessons from Afghanistan

By Tim Garcia, CEO, Aptricity Corp.

Reverse logistics might be a relatively new idea for civilians, but armies have been perfecting the practice for as long as they've been fighting wars. You put troops and equipment in, and sooner or later you take most or all of it out, as safely and orderly as possible.

So the U.S. military has plenty of experience to fall back on during its withdrawal from Afghanistan, a process President Obama has said will wind down late this year.

And yet, many observers have called an orderly Afghanistan drawdown – the military term is retrograde – our warfighters' most challenging mission in many years, perhaps even in decades. There are several reasons for that.

First is the continuing instability in the region. Military historians will tell you that one of the hardest maneuvers has always been withdrawing from a hostile conditions

like those that still exist in some parts of the country.

Second is Afghanistan's geography and infrastructure. There simply aren't very many good options for moving people and supplies over often-difficult terrain. The country is huge, and almost all of it is either mountains or desert. The roads and rail are terrible to non-existent. The communications infrastructure is primitive as compared to what we enjoy here in the United States. All of those factors pose challenges for reverse logistics efforts.

Third is the sheer scale of the operation. According to published reports, the 50 countries participating in the coalition, as of late 2013, had some 130,000 soldiers, 70,000 vehicles and 120,000 containers in country. The United States alone, as of late 2012, had an estimated 90,000 containers and 50,000 vehicles scattered across Afghanistan, according to the U.S. General Accountability Office.



## 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)





During the past 13 years in Afghanistan, people and supplies have been scattered all over the country, in major compounds and in remote forward operating bases, or FOBs, some of which remain in hostile territory even today.

So you'll agree with those who call this retrograde mission a "logistician's nightmare." We at Apptricity like to think we're doing our part to make the process easier and more efficient – and less of a nightmare.

### Apptricity's Role in the Drawdown

For nearly as long as U.S. troops have been in Afghanistan, Apptricity has been the Army's partner in delivering what we call "command visibility" to military theaters all over the world. In 2004, the Army selected us to provide core components of its commercial off-the-shelf (COTS) supply chain software suite as the foundation of its Transportation Coordinators' Automated Information for Movements System II (TC-AIMS II).

The system has managed all aspects of transportation management, from the movement of military units to the loading of supplies on vehicles and rotary aircraft headed to forward operating bases. It enabled Joint Reception, Staging, Onward Movement and Integration capabilities associated with the movement of goods, equipment and troops from ports of debarkation to staging areas and then to forward tactical areas.

Here's what all that means: Our software allows movements to be tracked in real time, rather than by map points, across multiple time zones. Tracking is granular to the level of an item's location in a specific compartment on a particular ground or air transport vehicle or at its destination. The software also incorporates dashboard

capabilities that display intuitive, standard reports and sophisticated, customized slices of data. The result is command visibility on a single screen, whether on desktop or mobile device.

The Army has used Apptricity's integrated transportation logistics and asset management software not just in Afghanistan but also across the Middle East and other theaters of operation, including relief efforts following the 2010 earthquake in Haiti.

Now, the same system will enable reverse logistics on a massive scale in Afghanistan, and Apptricity is proud to play its role.

Because of the sensitive nature of our job and national security implications, I'm restricted from discussing many details of the mission. However, there are some useful lessons I can impart in a general, high-level discussion of challenges related to the retrograde. And much of that correlates directly to commercial or other reverse logistics use cases.



### How Reverse Differs from Forward Logistics

The primary thing for folks to realize is that reverse logistics is not simply the opposite of forward logistics. If only it were that easy. There is a whole other set of considerations and different dynamics that go into the reverse concept.

Generally, going forward you're looking at how fast you can do something. There's a need you're trying to meet. And, generally, with forward logistics you're moving the good stuff. Everything is new. You know it's ready to be deployed and implemented and used.

Sometimes with reverse logistics you get some of the same parameters. Maybe in some cases the timeline is



# Reverse Logistics Association Regional Chapter Committees

## REGIONAL CHAPTERS

### AFRICA

Chairperson: Craig Plowden, Revlogs (Pty) Ltd

Coordinator: Elena Renard, Reverse Logistics Association

- Yann Conchaudron, IESEG school of management
- Craig Plowden, Revlogs (Pty) Ltd

### APAC

Chairperson: Mohan Kumar D, Hewlett-Packard

Co-Chairperson: Haozhe Chen, East Carolina University

Coordinator: YE ZHAO, East Carolina University

Coordinator: Heather Honerkamp,  
Reverse Logistics Association

- Haozhe Chen, East Carolina University
- Mohan Kumar D, Hewlett-Packard
- Sunnanda Panda, RevLog Resources
- Ian Rusher, Cisco
- Yogesh Sarin, Dell, Inc.
- Ye Zhao, East Carolina University

### BRASIL

Chairperson: Felipe. Ortiz, Grupo Pão de Açúcar

- Djalma Barbosa, Dell, Inc.
- Sofia Bianchi, Cranfield University
- Orlando Cattini Junior, FGV
- Luciana Lacerda, Hewlett-Packard
- Raphael Lima Siqueira, FATEC
- Ricardo Magioni, Dell, Inc.
- Felipe. Ortiz, Grupo Pão de Açúcar
- Marcio Silva, Philips

### EUROPE

Chairperson: Charlie O Shaughnessy, Intel

Co-Chairperson: Derek Scott, Canon

Coordinator: Elena Renard, Reverse Logistics Association

- Yann Conchaudron, IESEG school of management
- Dave Moloney, Google
- Charlie O Shaughnessy, Intel
- Craig Plowden, Revlogs (Pty) Ltd
- Ian Rusher, Cisco
- Derek Scott, Canon
- Bart Van Der Horst, OnProcess Technology

### LATIN AMERICA

Chairperson: Guillermo Fernández deJáuregui, ONILOG

- Guillermo Fernández Dejáuregui, ONILOG
- Carlos Marino, Universidad San Ignacio de Loyola

### NORTH AMERICA

- Paul Rupnow, Andlor Logistics Systems Inc
- Tony Sciarrotta, Reverse It Sales & Consulting





more manageable and you can look for opportunities to transport items in the most economical way.

But a whole other set of factors comes into play, too. You not only have items that must be returned, but you have many, many components to think about. And, you have to know a lot more details about those items and components than you did when moving them forward. Who owns it? What condition is it in? If it needs to be repaired, who needs to repair it? And who gets it after that?

There may even be decisions on whether to bring items back or sell (or dispose of) them as scrap metal. Commanders are going to need total visibility of everything to be moved back to the United States for repairs and refitting for use in future training or movement to other bases around the world.

Those considerations aren't necessarily important on forward logistics, where your aim is simply to get materials to the right places as quickly as possible. The same dynamics are applicable in a commercial setting, whether you're dealing with returns because of defective components or relocating an entire facility.



### Our Approach to the Mission

In terms of supporting the warfighters in Afghanistan, our approach to the mission is no different from our focus with any customer. That is, to provide reliable, fast and complete support, from the first interaction – identifying items to be moved – through making their movement as streamlined as possible and all the way through completion.

The strengths of what we do are the same no matter if it's the Department of Defense or a large, multinational corporation, and we obviously believe any organization should demand that the solutions they use to manage logistics have these five characteristics:

- **Adaptability** – A good business process solution plays well with others. In other words, it is platform agnostic. It will mesh well and be fully functional in

any legacy hardware or software environment that you already have installed. It will even work with a mainframe. Our solution didn't force the Army to transfer all their data into our system; anyway, for security reasons that wouldn't have been smart. Therefore, we had the ability to tap into years and millions of dollars already invested into standard Army data centers and databases that did not require interfacing and reworking. We directly connected and were able to leverage all that.

The same applies in the commercial realm. In theory, companies had good reasons for making sizeable investments in their current technology stack, not just the operating system but also web servers, app servers, data sources, browsers, mobile platforms and so on. Perhaps the database you selected works best for your industry, or the network administrator you

use is specific to your operating system. And, you've hired people and built infrastructures around those strategic decisions. When shopping for business solutions, don't settle for anything less than a company that can adapt to the environment where you are already strategically committed. The solution should adapt to you, and not the other way around.

- **Configurability** – When we talk about configurability, we don't mean solutions that are re-coded to suit your needs. Rather, we mean the ability to change settings within a solution so that it fits your organization like a glove. That includes being able to define the user interface – what the screen looks like – and how information is displayed. With the Army, we were able to configure screens to fit the warfighter's needs. That means things like using the right terminology. In the typical commercial case, maybe that means being able to change the data that is populated in certain scenarios or that a certain workflow is supported. Again, it's a case of the app bending to the organization and its needs.

- **Integration** – Logistics solutions must be very good at integrating with third-party applications, both on the front and back ends. With the Army, it's all the existing databases and the rigid security protocols

# 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.



they require. In business, it might be PeopleSoft, Infor, SAP or Oracle. Whatever the case, you won't get the all-important, real-time transparency you seek unless it is seamlessly integrated. Look for a solution with a sophisticated integration engine that makes it easy to feed upstream systems that, for example, track defective components or unsold inventory. With solid integration, the solution is automatically updated in real time.

- **Cost-effective migration and updates** – This can be a big problem in ERP adoptions. You spend months

- **Mobility** – More and more, it's critical in all logistics scenarios to have full mobile capability that accommodates offline situations. Even in today's connected world, communications coverage is not universal. This really comes into play for us in Afghanistan. We have to be able to support the tracking, transportation and management of items even with very limited or no communication. Even when communication is available, bandwidth is limited. Organizations need a mobile solution that is designed from the ground up with real-world constraints in mind. You need to make sure you have



and many dollars to configure data and business rules only to have to do it again when the vendor rolls out an update. Your solution should require only a one-time configuration. When a new version is available, the solution should allow the quick and seamless upgrade, so you always enjoy state-of-the-art technology without the recurring expense of continual onboarding. In Afghanistan, this allowed the warfighter to always have the latest version of our software at his disposal.

the data you need so that when you are in an offline mode, you have what you need to be able to perform your logistics processes. Then, when you come back online, the solution needs to make the most of those communications and effectively move the data back and forth. Instead of having to sync an entire, say, gigabyte of data, maybe the solution should be designed to move only the information that's relevant to the operation. That efficiency and intelligence is key when it comes to mobility, and it's often a

downfall in traditional applications simply because, in a network-rich environment, we don't think about it.

### In Conclusion

From a software perspective, we learned a lot during the Army's deployment that will now come into play during retrograde. I can't go into detail, of course, except to say that there were operational experiences that could be adjusted to enhance visibility. And every year, better technology and better tagging capability and better tag readers become available.

With all those improvements and adjustments, the Army could keep moving forward, thanks to the basic architecture and functionality of the software they were working with. That's the bottom-line message I'd leave with you and what you can learn from the military's experience.

Bells and whistles are one thing, and sometimes they're even nice to have. But when it comes to enterprise-grade logistics solutions – whether forward or reverse – what really matters are the core characteristics that help you achieve maximum visibility. Does it deliver all the data you need, in real- or near-real time, wherever you need it? And does it render that data in an intuitive way that makes the information actionable?

In military operations, "command visibility" can be a matter of life and death for a U.S. soldier in harm's way. Almost nothing comes close to those stakes in a commercial environment, but visibility can definitely determine profits and losses, so you want to settle for nothing less.



Timothy D. Garcia  
Chief Executive Officer  
& President  
Aptricity Co-founder Tim Garcia has more than 25 years of software sales, management and development experience in the enterprise applications market. Under his leadership, Aptricity's growing client base now includes

three of the world's largest organizations: Walmart, AT&T and the U.S. Department of Defense. Prior to Aptricity, Garcia held management positions at Pivotal Corporation (Nasdaq: PVTI), Compuware Corporation (Nasdaq: CPWR), Peregrine Systems (NYSE: HPQ), Sterling Software (NYSE: CA), and EDS (NYSE: HPQ). He received his bachelor's degree in Economics from the University of California at Davis.

## 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 Chiliwung 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



# What Gets Measured in Service Supply Chain Optimization: Customer Behavior

by Dan Gettens & Pedro Cueva, OnProcess Technology, Inc.

In optimizing their Service Supply Chain, many companies start by trying to better understand customer behavior. What is the pattern of customer response? What are the unique needs of customers in each segment? Which customer segments are under-served?

Getting this data is worthwhile. In key Service Supply Chain (SSC) processes, customer behavior may not be at all what we expect. Not only that, customer behavior can vary widely across key segments.

Let's start with customer behavior in a representative SSC process: Reverse Logistics (RL) — customer returns behavior. We picked a simple metric to model customer behavior. The metric selected could be applied to a wide range of Service Supply Chain processes, including Reverse Logistics, Product Activations, Service Order Management, or Installations.

*In some key SSC processes, customer behavior may not be what we expect. In the ... example, the longer you wait for successful returns, the longer you get to wait. The potential benefits for waiting to resolve open customer issues are diminished.*

Just for background, these are two common Reverse Logistics scenarios:

- A Broadband Service (internet, voice, cable) has been disconnected, either voluntarily or for non-payment for a customer, requiring the customer to return a product.
- A customer in the Computer or Technology Markets

returns a product under an advanced exchange. Typically, the customer under warranty first gets a new replacement product and then returns their defective product.

Our plan in applying our metric (called Remaining Average-Wait-to-Return) is as follows: We pulled data from a stand-still (without proactive intervention) randomized control group. We compared Remaining Average-Wait-to-Return for products that were not returned at key markers: Days 15, 30, 45 and Day 60.



A common expectation is that the Remaining Average-Wait-to-Return may be steady or may decline.

Not at all like the actual results in our case example! Here's how to read our case results in the table below: for

customers not returning as of **Day 15**, you have to wait an average of **90.8** more days for returns. For customers not returning as of **Day 30**, you have to wait an average of **119.8** more days, which is an increase.

The above B2C RL Program had a total N Value of 7,725.

Not Returned As of Day:	Remaining Average Wait-Time-to-Return	Remaining Median Wait-Time-to-Return
15	90.8	42.0
30	119.8	74.0
45	143.3	90.0
60	166.5	115.0

In other words, in some key SSC processes, customer behavior may not be what we expect. In the above RL case example, the longer you wait for successful returns, the longer you get to wait. The potential benefits for waiting to resolve open customer issues are diminished.

Logistics professionals are meeting in Chicago.

## There's something for everyone.

**WERC's conference is all about information, practical takeaways and networking so we offer you choices in types of sessions and in topics.**

**GENERAL SESSIONS, WIRE, RECEPTIONS**  
Breakfasts, lunches, receptions, the exhibitor's event (*WIRE*) and any accompanying programming are for all conference attendees. This is the conference framework and prime networking time.

### PRESENTATIONS

The meat of conference is where you get data, case studies, opinions and best practices from industry practitioners, consultants and educators who share their expertise, experience and knowledge.

### PEER-2-PEER DISCUSSIONS

These small group discussions are open-ended so you can express your opinion, ask questions, exchange ideas and get immediate feedback on logistics issues. Come prepared to share!

**TOURS** of local facilities allow you to see how others are doing things.



For up-to-the-minute conference information and registration, visit [www.werc.org](http://www.werc.org)  
Follow us: @WERC and #WERC2014

### OUR 2014 SPONSORS



**RLA Members can join us at the RLA exhibit booth to educate others on the Reverse Logistics process and on the solutions your company offers. Reserve your time now with an RLA Account Manager.**

<http://www.rltshows.com/werc14.php>





Also, the longer we wait, the longer the “black-out” period with our end customer — where we lack important communication with the customer and visibility into the customer’s issues and experiences. And we are left with unanswered questions about the customer’s experience: Why did the customer not return the product? Did the customer not return the product because the replacement part still has not worked? Were billing or other issues delaying the return? Does the customer still have service issues? Did the customer already return the product — but we have not recognized the return for some reason?

To complete the picture, let’s look at the same table, but now with Eventual Remaining Recovery Rates included — for products not yet returned at our Day markers.

Not Returned As of Day:	Remaining Average Wait-Time-to-Return	Remaining Median Wait-Time-to-Return	Eventual Remaining Recovery Rate
15	90.8	42.0	8.4%
30	119.8	74.0	6.0%
45	143.3	90.0	4.8%
60	166.5	115.0	3.9%

*Not only do we have to wait longer, we get fewer back when we do wait.* The outcome of the case example is somewhat like the one liner about a restaurant: “The food is really terrible.” The response :”Yeah and the portions are way too small.”

However, unlike the restaurant example, SSC results can be improved — and in a predictable way. Also, we selected an RL Program, but could have picked among a wide range of programs to start to understand and respond to customer behavior and requirements: **Product Activations, Service Order Management, or Installations.** While simple, the metric selected can be a useful diagnostic tool for planning for Predictive Analytics.

Both simple metrics of customer behavior and more sophisticated predictive models can work in first, identifying customer segments that may be underserved, second, tailoring proactive outreach and, third, optimizing Service Supply Chain results.



Chief Research Officer

Dan Gettens, LSSMBB, is Chief Research Officer for OnProcess Technology. Dan is responsible for the definition, development and delivery of OnProcess’ product offerings, including Service Supply Chain Optimization (SSCO), CE360™ and RL360™ solutions. He is leading our initiatives to apply Lean Six Sigma methodologies in developing the next generation of OnProcess products. Dan drives the delivery of Market Research to OnProcess’ clients to provide visibility and actionable insights into the customer experience. Prior to joining OnProcess in 2005, he was Vice President of Global Business for Corporate Software — including Global Accounts, Latin America and Asia Pacific. Dan served as Director of Global Accounts for Digital and Compaq. At Digital, Dan’s responsibilities included management of the Digital Customer Advisory Board, decision support for U.S. Sales, pricing and contracts

for global accounts, support for manufacturing and logistics, and development of the Company’s worldwide channels strategy. Dan received a Bachelors degree from Middlebury, and Masters from Yale University and Rensselaer. He completed the Executive Education Program at Babson. Dan has served as a member of the Advisory Board of the Pricing Institute.



Pedro Cueva  
Associate Director, Analytics

Pedro has experience in Analytics-Based Solutions, Market Research, and Process Improvement. In his current role as Associate Director, Analytics Pedro’s focus is the optimization of the Service Supply Chain, delivery of Market Research & Analytics, Innovation Initiatives and the application of Lean Six Sigma for process improvement.

## Reverse Logistics Terminology by Industry

Industry Definition		REVERSE LOGISTICS	Life Cycle Management	
INDUSTRY	TERMINOLOGY		After Purchase Life Cycle	
Apparel	Merchandise Returns	EQUALS	<ul style="list-style-type: none"> <li>•Customer Service (helpdesk)</li> <li>•Depot Repair/ReMan</li> <li>•Service Logistics (Field Service)               <ul style="list-style-type: none"> <li>–Transportation/Warehousing</li> <li>–Spare Parts Management</li> <li>–RMA Management</li> <li>–Replacement Management</li> </ul> </li> <li>•Refurbishment</li> <li>•Screening/Count Auditing</li> <li>•End-of-life Manufacturing</li> <li>•Remanufacturing</li> <li>•Fulfillment Services</li> <li>•IT Process Management</li> <li>•Recycling</li> <li>•Scrap/Waste Management</li> <li>•Gray/B Channel Management</li> <li>•Warranty Management</li> <li>•Asset Management</li> <li>•Sustainability</li> <li>•Environmental Resources</li> </ul>	
Automotive & HD	Remanufacturing			
Consumer Products	After Market Supply Chain			
Furniture	Rebuilders/Refurb			
Hospitality	Reader Board Shopping			
Military	Retrograde			
Retail Grocery	Unsaleables			
Space & Aviation	Obsolescence			
White Goods	Takeback’s			



## History of Reverse Logistics is at the Core of The Stories of War, Retail, eCommerce, and Automotive Aftermarket

by Adam Robinson, Cerasis Inc.



Yesterday we began our extensive series on what is reverse logistics and in this post and subsequent posts, we will cover all things reverse logistics, so that when you hear about reverse logistics, you can be in the know and know the real facts pertaining to this form of logistics. Yesterday, we explained the formal definitions of reverse logistics and how it compares to the traditional flow of logistics.

As you will see today the history of reverse logistics is quite older than the buzz word of it being thrown around more often today, due to the rise of internet retailing, also known as eCommerce. In fact, Cerasis performs reverse logistics every day with our customers, but you won't find a formal page on our website or brochure outlining the details (but as we continue to increase in the automotive aftermarket industry, perhaps we should...). The reason is that really, reverse logistics is something a lot of shippers and logistics providers have done for a long time. However, though, with the expectations of an easy return experience from the B2C side of business, the industrial (read bigger freight shipments than small package) side and B2B side of business are now expected to have an efficient, focused, an costly reverse logistics program. This is why, for Cerasis, it is KEY for us to educate you on this practice of reverse logistics, because

this flow of logisitcs will only increase over the coming years.

### What is the History of Reverse Logistics?

Reverse logistics has been around us for a long time. The history of reverse logistics finds its root from the American Civil War. Of course there would be other literature that records the history of reverse logistics activities even earlier than American Civil War, but these activities were not systematically recorded or widely recognized. To better understand reverse logistics, let's first take a quick look at the important events in the history of reverse logistics.



## 11th Annual RLA Conference & Expo Singapore

September 23-24, 2014

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

For more information and complete details, visit [www.RLASHows.com](http://www.RLASHows.com). Attendees may register online for Workshops and the Conference and even book flights and hotel. Exhibitor space is available for purchase as well.

**REVERSE  
LOGISTICS  
ASSOCIATION  
CONFERENCE  
& EXPO**



RLA's APAC Committee to present two full days of Reverse Logistics. Starting on Tuesday, September 23, with RLA Workshops and continuing on Wednesday with sessions and exhibition.

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

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





You can see a lot of the details of the history of reverse logistics in the book of Rogers and Tibben-Lembke's book, *Going Backwards, Reverse Logistics Trends and Practices*.

### 1861-1865: The History of Reverse Logistics has Its Roots in the Military

At the end of the American Civil War, General William T. Sherman realized that the nature of his armies' campaign would be a matter of supply and mobility and that his operations through hostile territory would be difficult. He faced the intricate task of supplying his soldiers on the march.

### 1872: Retail Continues to Drive the History of Reverse Logistics

Today's retail returns issues find their roots in the customer service policy of Montgomery Ward. Montgomery Ward is an American furniture shop established in 1872; their policy was if the customer is not 100% satisfied, they could bring it back for a full refund.



### 1942: War Always Creates Great Logistics Solutions, Automotive Aftermarket History of Reverse Logistics has Roots to World War II

Material shortages during World War II created a need to rebuild automobile parts and started a trend that continues until today. In fact, this had become a \$36 billion business and "90 to 95 percent of all starters and alternators sold for replacement are remanufactured".

### 1984: Successful Product Recalls Start Increasing the Use and Adoption of Reverse

### Logistics

The next major date of interest in the history of reverse logistics is the 1984 Tylenol scare. Johnson & Johnson along with McNeil Laboratories quickly responded as America watched on the evening news about the "tainted lot" of Tylenol. The rapid response by McNeil Laboratories to get the tainted products off the shelves and quickly replaced by new lots with tamper proof bottles instilled great faith in the American public and set the new standard for reverse logistics.



### 1991-1996: More Oversight into the Positive Environmental Impact from Reverse Logistics comes in 1991

In 1991, The Federal Republic of Germany passed recycling ordinances in the environmental reverse flow and deployed mandatory recycling programs. Included in these ordinances were provisions for fines and prosecution for violators of the ordinances, and stricter guidelines for the handling and transporting of hazardous materials and responsibilities for recovering hazardous wastes.

The German ordinances led to a 1996 United Kingdom legislation requiring shippers and manufacturers to be responsible for the return and recycling of packing materials. The European Union took this one step farther in 2001 by establishing a goal of 50-65% recovery or recycling of packaging waste. The implication for the rest of the world is that they have to be compliant if they want to do business with the EU.

## Read the Press



### RLA EMEA Conference & Expo location changed

12 March 2014—The upcoming RLA Conference & Expo in Europe has been changed from Amsterdam to Italy. The event will now take place at the Premier Hotels on the beautiful coastline of Rimini, Italy.

[Full Article](#)

### GreenDust To Expand Overseas Operations, Sell More Products

12 March 2014 – GreenDust is spreading its wings to emerging markets in West Asia and South East Asia while expanding its portfolio with categories like medical equipments, apparels and shoes.

[Full Article](#)

### Recycled Computers Help Durham Students Hone Skills

11 March 2014 – Jose Nunez, a senior at Hillside High School, grins wide when asked if friends and family ask him to repair computers with the skills he's learned as an intern with Triangle Recycling.

[Full Article](#)

### Sustainability Calls For Reverse Logistics

12 March 2014 – Reverse logistics is not a term in common parlance among sustainability professionals. Were real familiar with just plain ol

logistics and programs like the EPAs SmartWay Transport Partnership, which aims to help businesses move goods in the cleanest, most efficient way possible.

[Full Article](#)

### Quality One Wireless, LLC Announces Distribution Facility Expansion To Provide Optimized Supply Chain Logistics And Rates

11 March 2014 – Quality One Wireless, a global leader in wireless distribution, announced today the expansion of its headquarters warehouse capacity to 126,000 square feet in Orlando, FL and the consolidation of its New York facilities to a new location in Ronkonkoma, NY. Together with its facilities in Cincinnati, OH and Mexico, the company provides a total of 200,000 square feet to its wireless operator, retailer and mobile device manufacturer worldwide partners.

[Full Article](#)

### E-Waste Systems Inc. Partners With Top E-Waste Recycling And Engineering Firm, Loyalty Equipment Making Co. (Sichuan)

11 March 2014 – E-Waste Systems, Inc. (OTCQB:EWSI) (EWSI, "eWaste Systems," or the "Company"), an electronic waste management, reverse logistics, environmentally focused services and technology company and the first pure play public e-waste operator, entered into a Strategic Engineering Agreement with Loyalty Equipment Making (LE), one of China's largest electronics recyclers and technology

leaders.

[Full Article](#)

### Yuma Recycling Company Fined \$120K

7 March 2014 – A glass company in Yuma has to fork out \$120,000 after inspectors found lead at the facility as much as 75 times more than the maximum federal and state allowed levels..

[Full Article](#)

### City, Walmart Team Up For Phone Book Recycling Effort

6 March 2014 – The city of Amarillo would rather not create an ocean of yellow at its landfill, so its joining an effort to make recycling phone books easier.

[Full Article](#)

### ADISA Wants To Be World's Policeman For IT Asset Disposal

7 March 2014 – The founder of a security standard aimed at UK IT asset disposal firms (ITADs) has spoken of his desire to take it global in 2014.

[Full Article](#)

### E-Waste Systems, Inc. Invites Public To Grand Opening Of State-Of-The-Art Recycling Facility

6 March 2014 – E-Waste Systems, Inc. (OTCQB: EWSI) ("EWSI, "eWaste Systems," or the "Company"), an electronic waste management, reverse logistics, environmentally focused services and technology company and the first pure play

[Full Article](#)



**1998 to 2000s: History of Reverse Logistics Grows into Sophistication and is a More Strategic Application in Business**

Reverse logistics didn't catch much attention of the business world until the last decade. In early 90s, the Council of Logistics Management (now the Council of Supply Chain Management Professionals) published two studies on reverse logistics. The first was written by J. R. Stock which systematically reported on how to set up and how to operate reverse logistics programs. Stock's book also tried to discover the potential of reverse logistics. Rogers & Tibben-Lembke however, presented an extensive collection of various reverse logistics business statistics data categorized by industry types. For example, the magazine publishing industry has the highest reported returns (50%). Magazines have a short shelf life; if they can't be sold out close to the publication/cover date, they have to be returned or disposed. Rogers & Tibben-Lembke also reported that other industries with high average returns include book publishers, catalog retailers, and greeting cards companies. Besides these above mentioned studies, some other articles focus the optimization and management of reverse logistics appeared on the characteristics of reverse logistics for remanufacturing systems around the year 2000.



Although the Council of Logistics Management has already given a definition to reverse logistics, reverse logistics has been evolving since the date it was recognized, as a result, its real definition varies largely on what company or industry segment intended to explain it. Shad Dowlatshahi in his paper titled, Developing a Theory of Reverse Logistics described a holistic view of reverse logistics with 11 factors. Dowlatshahi further

divided these factors into two main categories: strategic factors and operational factors. Strategic factors consist of strategic costs, overall quality, customer service, environmental concerns, and legislative concerns. The operational factors consist of cost-benefit analysis, transportation, warehousing, supply management, manufacturing and recycling, and packaging.

**The Rise of eCommerce and the Aftermarket Increases the Formal Use of Reverse Logistics by Shippers**



The rise in eCommerce goes hand in hand with the rise of reverse logistics in the history of reverse logistics. As the use of the internet was more commonplace in American households and the rise of multi-channel retailing has

increased since the last 2000s and in this current decade, reverse logistics is now a requirement when it comes to eCommerce. The mid-nineties to 2000's saw major advancements in the commercial use of the Internet. The largest online retailer in the world Amazon, launched in 1995 as an online bookstore. Brick-and-mortar bookstores were limited to about 200,000 titles and Amazon, being an online only store, without physical limitations was able to offer exponentially more products to the shopper. Currently, Amazon offers not only books but DVDs, CDs, MP3 downloads, computer software, video games, electronics, apparel, furniture, food, and toys. A unique characteristic of Amazon's website is the user review feature that includes a rating scale to rate a product. Customer reviews are now considered the most effective social media tactic for driving sales. The company attracts approximately 65 million customers to its U.S. website per month and earned revenue of 34.204 billion in 2010. In 2001, Amazon.com launched its first mobile commerce site.

Another major success story of the dot com bubble was Ebay, an online auction site that debuted in 1995. Other retailers like Zappos and Victoria Secret followed suit with online shopping sites; Zappos being a web only operation.

**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 mérica 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.

Programa-se 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 Jaragua 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)



When one thinks of ecommerce, one often focuses on the cycle that culminates in delivering goods to a customer. But there is an entire leg of the ecommerce supply chain that comes into action after goods are delivered. Enter the world of “reverse logistics.” There are several reasons that make reverse logistics inevitable. Here are some of the most common:

- Returns
- Mis-delivered or Undelivered Goods
- Damaged Goods
- Malfunctioning Goods
- Exchange Programs

### Application of Reverse Logistics in the Growing Aftermarket Industry



The U.S. auto aftermarket industry should grow 3.4 percent annually through 2016 to \$263.8 billion, adding \$32.6 billion to the economy, according to a report produced jointly by the Automotive Aftermarket Industry Association and the Automotive Aftermarket

Suppliers Association.

As stated in yesterday’s post, ordinary logistics flows focuses on everything that happens prior to the sale and then between the sale and the point at which the customer has the product in hand. Your product, whatever it is, must be manufactured and then warehoused in preparation for final shipment, or must be distributed throughout a variety of retail channels or other businesses for position in front of the consumer.

Conversely, reverse logistics focuses on the return of automotive aftermarket product for various reasons (usually the same as listed above for eCommerce). Reverse Logistics is really a focus on a lot of core automotive aftermarket logistics activities. If a part doesn’t fit, it must be returned. If the part is damaged, it must be returned. Remember, the aftermarket industry is defined as the market for spare parts, accessories, and

components, especially for motor vehicles. Just think of when you have a fixer up project on your own car and how often you’ve had to return to the autoparts store. That’s the same idea with automotive aftermarket reverse logistics!

So why then is automotive logistics seeing a boom in reverse logistics? Well, mainly for the fact the industry is growing, but also, it’s quite telling from this quote from AAIA CEO, President, Kathleen Schmatz: “The forecast model demonstrates that despite strong new vehicle sales, historic high gas prices and a flattening of miles driven, our industry is poised for steady growth. Why? The average age of vehicles is 11.3 years, the oldest ever, and the age mix of vehicles continues to favor older vehicles, creating a robust sweet spot for service and repair.

### This Vast and Various Applications through the History of Reverse Logistics, Creates a LOT of Different Synonyms

Other terms synonymous to Reverse Logistics are Aftermarket Logistics, Retrologistics, or Aftermarket Supply Chain. The reverse supply chain is also a term used in the industry. RL is not to be confused with forward logistics or getting the product to market commonly known as the forward supply chain. Types of activity common with reverse logistics includes: logistics, warehousing, repair, refurbishment, recycling, e-waste, after market call center support, reverse fulfillment, field service and many others.



Adam Robinson oversees the overall marketing strategy for Cerasis including website development, social media and content marketing, trade show marketing, email campaigns, and webinar marketing. Mr. Robinson works with the business development department to create messaging that attracts the right decision makers, gaining inbound leads and increasing brand awareness all while shortening sales cycles, the time it takes to gain sales appointments and set proper sales and execution expectations. Furthermore, along with the Cerasis leadership, Adam works towards differentiating Cerasis in the freight logistics world as a customer service company backed by world class proprietary technology.

# BUSINESS SUCCESS HINGES ON LOCATION, LOCATION, LOCATION. A REMINDER FROM THE FOLKS IN UTAH, UTAH, UTAH.



**UTAH**  
LIFE ELEVATED™

Here, energy rates are among the best in the nation, the cost of living is well below average and our cities rank among the lowest in health care spending. To find out more reasons why Utah was named Forbes Best State for Business and Careers for the third year in a row, call, call, call.



Utah Governor's Office of  
Economic Development  
BUSINESS • TOURISM • FILM

60 E South Temple St. Salt Lake City, UT 84111 | 801.538.8879 | [business.utah.gov](http://business.utah.gov)



## Returns management is taking off in China's online shopping era

by Dr. Haozhe Chen

Not long ago, when Chinese consumers wanted to return the products they bought in stores, they might have to prepare a carefully thought alibi in order to face multiple store employees' torturing inquisition, often resulting sadly bringing the original products back home. In the past, no retailer really cared about returns management. While most retailers would not hesitate in spending loads of money decorating the stores and training employees to be polite to customers to generate the sales, little attention was given to keeping customers happy after the transaction. As soon as the customer made the payment and the product left the store, business is DONE. Returns management was basically nonexistent in most retail managers' dictionary. However, things are changing quickly thanks to the emergence and rapid growth of online retailing.

### The booming online retail market in China

No one had expected online shopping to become so

popular in China in such a short time frame. People had cited consumer purchase patterns and lack of secure online payment options as the major obstacles of online retail in China. To the surprise of many, China's online retail market had grown to \$210 billion for revenues in 2012 and a compound annual growth rate of 120 percent since 2003, compared to \$225.5 billion in the U.S. in the same year (McKinsey). In fact, Forrester Research estimated that in 2013 China's \$294 billion had already passed U.S.' \$262 billion to become the world's largest online retail market. McKinsey estimates that China's online retail size will reach \$420-650 billion in 2020. The country's retail sector already is among the most wired anywhere – online retail accounted for about 5 to 6 percent of total retail sales in 2012, compared with 5 percent in the U.S.. The China Internet Network Information Center reported in June 2013 that the country had more than 270 million online shoppers, representing more than 45 percent of China's total Internet users. The number will continue to grow in the coming years



Are you sourcing new transportation or logistics services for your freight?



The ONLY one-stop source for all your Global Logistics Solutions



Transportation & Logistics Services | Technologies & Information Systems  
Logistics Infrastructure & Industrial Real Estate | Eco Transportation & Logistics

- ✦ The largest combined buying and educational experience for supply chain executives in North America
- ✦ More than 35 FREE educational seminars and panel discussions in 14 industry sector tracks
- ✦ Peer-to-peer networking across multiple industries
- ✦ The latest innovations and integrated solutions for transporting your goods under one roof

#### Keynote Speakers



Edward H. Bastian  
President,  
Delta Airlines



Lee Scott  
American businessman  
& former CEO of Wal-Mart



George W. Prest  
CEO,  
MHI



Scott Sopher  
Principal,  
Deloitte Consulting LLP

Register to attend  
for FREE at:

[SupplyChainUSAExpo.com](http://SupplyChainUSAExpo.com)

Produced by



Co-Located With



Knowledge Partner



Supported By



Stay Connected!



RLA Members can join us at the RLA exhibit booth to educate others on the Reverse Logistics process and on the solutions your company offers. Reserve your time now with an RLA Account Manager.

<http://www.rltshows.com/sct14.php>





after online payment systems are well established and the mobile Internet becomes more popular. Forrester predicts that the number of online buyers in China will surpass the total population of the U.S. by the end of 2014.

However, despite rapid increases in the total number of online buyers and online spending per shopper, China remains a developing online retail market in terms of the proportion in the entire retail industry and penetration rate of online shoppers. Some country-specific characteristics are worth noting. Only a small portion of Chinese online transactions take place directly between consumers and retailers. Instead, most occur on digital marketplaces. What's more, Chinese online retailing is not just replacing traditional retail transactions but also stimulating consumption that would not otherwise take place. A new report by the McKinsey Global Institute considered China's online retail as a catalyst for growth. Online retail may catalyze a "leapfrog" move by the broader retail sector, putting it on a fast track to a more digital future. Online retail's impacts on other industries such as logistics should not be overlooked either. For example, about 50% of parcels delivered in China (6.18 billion for the first 9 months in 2013) are created by the orders of online shoppers.

When discussing China's online retail industry, it is difficult not to mention one company (Alibaba) and one day (Singles Day). Founded in 1999, Alibaba Group has grown into an e-commerce giant within a 15-year span. The Economist magazine estimated the company had a valuation between \$55 billion to more than \$120 billion in March 2013. Instead of selling its own products, Alibaba uses its web portals to provide platforms for

e-commerce transactions. Besides its business-to-business portal (alibaba.com), Alibaba Group owns two flagship online retail marketplaces: taobao.com (C2C) and tmall.com (B2C). In 2012, these two retail portals handled \$170 billion in sales, surpassing Amazon and eBay combined. It is estimated that Alibaba's sales could rise to \$1.6 trillion in 10 years. Its taobao.com is already the world's 12th most visited website in October 2013, and this site is expected to exceed Wal-Mart in coming years. Singles Day (November 11) in China began among various universities in 1990s and is a day of celebration for people who are single. The date is chosen for the connection between singles and the number "1". Five years ago, Alibaba turned this day into a nationwide online shopping extravaganza by offering huge discounts. This unofficial holiday has become the world's largest online shopping event. On Singles Day in 2013, Alibaba's generated \$5.75 billion sales, almost double the entire U.S.' Black Friday and Cyber Monday combined sales of \$3 billion in 2013. Nationwide, online retailers generated 180 million parcel packages on the Singles Day, with over 60 million processed on the same day.

### Returns management in China finally gets attention

While returns management did not draw much management attention in the past, the situation is changing



rapidly largely due to the growing online retail market in China. Both online shoppers and online retailers have now realized that product returns is an inevitable issue both buyer and seller should actively deal with. With

the astonishing amount products being bought online, it is not surprising to see the increasing number of online product return complaints in different Chinese media outlets and social media. In fact, some media reported that the return rate was estimated at 25% during the Singles Day period in 2013 – with other estimates as high as 40%. Major Chinese online retailers don't agree. Alibaba's taobao.com denied the reported number but didn't provide any return statistics. Another Chinese online retail giant JD.com reported 0.04% return rate in the Singles Day period, compared to its 0.4% regular rate. While it is difficult for outsiders to obtain accurate statistics of online product returns, one thing is certain: product return has become an integral part of online retail business. It is likely the trend will only become more prevalent in the future due to a number of factors.



**Nature of online retail.** Different from shopping in traditional brick-and-mortar stores, online shoppers cannot see or touch the products in person. This often results in a high level of uncertainty or anxiety. Shopper may hesitate to pull the trigger when making online purchase decisions simply because of the risks involved – unless they are confident that the product can be returned if they are not happy. This is a particularly relevant factor when considering that most Chinese people are risk averse. Therefore, product returns has become a pre-transaction consideration rather than a afterthought. In order to create sales, online retailers now have to incorporate return policies into their business strategies

and develop the necessary capabilities to handle these product returns.

**Fierce competition.** Today's consumers, including Chinese consumers, are well aware of the abundance of choices. To buy the same product, they can choose between in-store and online purchase, among different websites, and even from thousands of online sellers at the same online marketplace (such as taobao.com).

Unless a retailer's price and customer service stand out, it is really difficult to secure a stable and long-term customer base. Increasingly, returns management is considered an important element of customer service. Therefore, many Chinese online retailers are using returns management as a competitive weapon to win over customers.

**Government regulations.** Along with the increase of consumers' awareness of the need to protect themselves, the Chinese government is also making efforts to better regulate the retail market in a multi-channel environment. In October 2013, China passed the Law on Protection of Consumer Rights and Interests, which explicitly requires that retailers who sell through online, TV, telephone, and catalog formats must accept unconditional returns from customers within 7 days after the sale. This new law will be effective starting March 15, 2014. Although implementation details still need to be determined, the new government policy has gained very wide media coverage in China. Unquestionably, it will fuel the growth of product returns in China.

## Money Talks

**ServiceMax Takes \$71M For Software To Serve Field Technicians**

[Full Article](#)





**Online retail infrastructure developments.** Today, major Chinese online retailers have developed detailed return processes on their websites to share with customers although how efficiently and effectively these processes are implemented is still unknown. In addition, some innovative solutions have been developed and become standard practices. One such example is “return shipping insurance”. Chinese statistics showed that 42% of the online product return disputes are caused by disagreement on return shipping. Therefore, return shipping insurance was first launched in China in 2010 and now it can cover both the buyer and the seller. Some key features of this service is low cost (usually less than \$0.50), ease of purchase (can be selected in the online checkout process), and fast reimbursement (within 72 hours after the claim). Almost everyone agrees that this is a win-win-win situation because consumers, online retailers, and insurance company all benefit from such service. Infrastructure improvements like this can certainly help the healthy growth of returns management.



**Chinese online retail returns’ challenges**

Although returns management has taken off in the Chinese online retail environment, there are still significant challenges that cannot be overlooked.

**Lack of sufficient understanding.** Online retail is relatively a new concept in China, and returns management is even a stranger term for most Chinese online retailers. Knowing the importance of product returns does not mean fully understanding the proper process for handling returns. Very few Chinese online retailers possess expertise in returns management and most are still in the exploration stage. In this situation, established foreign companies’ practices often become templates for learning. However, the fact that the practices work well in Western countries do not necessarily mean

they fit the Chinese market well. A long learning period can be expected.

**Lack of reliable system support.** Compared to developed countries, Chinese online retail still lacks many fundamental support elements. In an online shopping environment, the purchase/sell history and financial strength of both the seller and the buyer are equally important. Although major Chinese online retailers have made commendable effort in developing a system to ensure fair and smooth transactions, such system still have many loopholes to take advantage of. Issues do occur on both sides of the transactions. Buying from small online retailers is still considered risky for many Chinese consumers. In fact, most of the complaints regarding product returns are related to small online retailers. Therefore, a lot more work is needed to perfect the existing system.

**Lack of logistics support.** Logistics has been considered a bottleneck to further growth of China’s online retail. During peak seasons (such as Singles Day), China’s logistics network is overburdened with packages resulted from online shopping. If forward logistics is already an issue, it can only be imagined how much more challenging it is for reverse logistics related to returns management. In fact, very few Chinese online retailers have developed efficient logistics networks to effectively handle product returns. Most of the current returns management is still basic with erratic operations.

**Bright future of returns management in China**

Despite all the challenges, returns management in China has gained great momentum and generated significant impacts on the entire retail sector. McKinsey suggested that because of the digital disruption, China’s retail industry will probably follow a trajectory different

from that of retail sectors in other markets by skipping certain stages. The same can be expected for returns management. Although China’s returns management lags behind that of developed countries, progress in online retail returns may act as a catalyst for the returns management of the entire retail sector. Online retailers’ practices may prompt brick-and-mortar retailers to adjust their strategies. For example, Walmart initially had a 30-day return policy in China, but now has changed to 90 days. In order to compete with online retailers, some traditional Chinese retailers are considering the multi-channel approach for both creating sales and handling returns.

In a broader sense, China is developing into a consumption society. The growth of returns management in the retail sector will only expedite that process because consumers in any region of the country can easily access, buy and

return products online. McKinsey estimated that by 2020, as 15 to 20 percent annual growth rates (before inflation) continue, China’s online retail could generate \$420 billion to \$650 billion in sales, which will equal that of the United States, Japan, the United Kingdom, Germany, and France combined today. With this in mind, it is hard not to believe that returns management in China will have a very bright future.



Dr. Haozhe Chen is an Associate Professor of Marketing and Supply Chain Management in the College of Business at East Carolina University. He has published about 30 academic articles on various supply chain and logistics topics, and he is an active member of Reverse Logistics Association. He can be reached at [chenh@ecu.edu](mailto:chenh@ecu.edu).

# PRODUCT LIFE CYCLE

## Supply Chain

## AfterMarket Supply Chain

### FORWARD LOGISTICS

### REVERSE LOGISTICS

#### New Product Development

#### Material Management

#### Manufacturing & Distribution

#### AfterMarket Customer Service

- Design Development
- Technology Roadmaps
- ASIC Development
- Mechanical Design
- PCB Layout
- Prototyping
- New Product Introduction

- Vendor Relations
- Planning
- Procurement
- Inventory Planning
- Component Fabrication

- PCB Assembly
- Box Assembly
- Volume Manufacturing
- Integration
- Configuration
- Final Testing
- Distribution to Customer
- Customer Fulfillment
- Transportation

END USER • RETAILERS • RESSELLERS

- Customer Service (helpdesk)
- Depot Repair/ReMan
- Service Logistics (Field Service)
  - 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
- Environmental Resources







# 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

## Reverse Logistics Tips from the Pros at the RLA Vegas 2014 Conference

by Paul Rupnow



The importance of learning and sharing knowledge with other Reverse Logistics professionals is critical to the success of any Reverse Logistics operation. The recent Reverse Logistics Association Conference and Expo 2014 in Las Vegas was an excellent opportunity to hear, see and learn about Reverse Logistics best practices, tips and trends in our rapidly evolving industry. Below are some highlights and tips from two excellent presentations from iRobot and Cisco.

**Return for Repair Metrics** - iRobot uses returns for repair metrics to measure and improve customer service and their repair process. Key Metrics used to monitor Return for Repair processing: Days to Issue RMAs, Days to Issue Repair Estimate, Days to Repair, Total Repair Time (sum of all metrics). Once they began using and measuring these simple metrics, they achieved a reduction of over 75% of



time within 18 months and significant increase in customer satisfaction.

Additionally, iRobot collects key quality data from their returns processing to improve product design, which has resulted in a significant reduction in return rate, plus significant product design changes to enable easier, faster and less expensive repair. They utilize a “learn from every return” methodology, says Don Patch, Director of Global Logistics, iRobot in his keynote presentation to the Reverse Logistics Association Conference 2014 in Las Vegas.

**Trade-In Programs for Profit** - Cisco has developed a Trade-In Program for its resellers to realize value for returning networking products. Cisco also offers a Take-back and Recycling program for any owner of any Cisco product. In 2007, Cisco started a program to “unlock value in product returns”. This



evolving program has resulted in very significant savings for the company. The Cisco Reverse Logistics Approach and its Product Recovery, Reuse, Resell and Recycle program highlights were presented by Mauricio Salinas, Business Development Manager of Pre-owned Equipment and Value Recovery Program Manager at Cisco.

### Read, Listen, Watch, Ask Questions and Learn

This year for the first time, all presentations have been recorded and are available on-line at RLA.org, so even if you were not able to attend, you can learn from other professionals. The RLA is evolving as well and has developed many new programs in the last year for learning, sharing and meeting

other Reverse Logistics Professionals. The answers are at your fingertips. Success at your Reverse Logistics operations may be closer than you think!



**ReverseLogistics Professional**  
Business Insights and Strategies for Managing Product Returns  
www.ReverseLogisticsProfessional.com

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

Editor - Reverse Logistics Professional Report Business Insights and Strategies for Managing Product Returns

## Industry Events



**RLA @ Supply Chain & Transportation USA**  
March 17-20, 2014

**RLA @ I WORKSHOP PARANAENSE DE LOGÍSTICA REVERSA**  
March 26-27, 2014

**RLA @ SITL Europe 2014**  
April 1, 2014

**RLA @ Home Delivery World 2014**  
April 7-8, 2014

**RLA @ WERC Chicago 2014**  
Apr 27-30, 2014

**RLA @ Home Delivery World UK 2014**  
April 29-30, 2014

**Conf & Expo: Italy**  
May 21, 2014



# Reverse Logistics Talk

## Collaboration: The Future of Reverse Logistics (Part 2)

by Jennifer Bilodeau

### Closed Loop Supply Chains

Customer focused strategies making it simple to return products and expedite credits or warrantee repairs. Using technology to collaborate across the supply chain will help the consumer receive optimized service by expediting the process. “Managing returns is not just about making a return as pain free as possible for the customer, but developing an opportunity to recover more money from returns and ultimately reducing the number of returns” (Harp, 2002, para. 34-40).

Product returns can arrive from any number of reasons aside from product malfunction whether the merchandise be incompatible with older versions, the wrong color, customer expectations not met as a result of product description, photographs or some other communication. Thrikutam and Kumar (2004) warn manufacturers of the indirect costs associated with controlling reverse supply chains including “customer retention efforts, product reworking, redistribution, inventory maintenance, overheads, and cost of disposal”. It is recommended to streamline the entire management process by having a system capable of tracking and controlling inventory throughout the supply chain, streamlining operations to reduce the number of touch points transferring some activities to vendors, partnering with supply chain partners, and outsourcing returns processing to third party logistics providers. This may in some cases make sense depending on the controls, policies, or other concerns addressed in developing a reverse logistics strategy.



Developing a clear return channel can differ depending on the product and business objectives. Some common themes to take into consideration might be a centralized return center, multiple methods for the customer to make a return.

When examining policies and procedures in the reverse flow of materials or goods, the forward flow will be impacted. Field and Sroufe (2007) conducted research on the use of recycled materials against virgin materials in the manufacture of corrugated cardboard packaging material. The manufacturer invested in a mini-mill that could process and recycle cardboard as a strategy to cope with inventory shortages. Raw material suppliers were unable to fulfill orders during the busy season. After the mini-mill was implemented, the company had slashed transportation costs. Prior to using recycled materials, the company purchased from vendors up to 500 miles away. Once recycled pulp was introduced, all materials needed were able to be procured within a 150 mile radius. Consider how this impacts the supply chain by broadening the base of suppliers. There is more competition which could open up pricing negotiations, as well as an ability to mitigate shortages by establishing alternate sourcing options. “Imbalances from market power can result from conditions that give suppliers more bargaining power than their customers” (Field and Sroufe, 2007, p.6).

Partnerships with suppliers will be strengthened as manufacturers develop waste management strategies to

## 12th Annual RLA Conference and Expo Las Vegas World's Premiere Reverse Logistics Event February 2015



### Hundreds of Reverse Logistics Professionals will be Represented as Speakers, Sponsors, Exhibitors, and Attendees

Make plans now to join us for the 12th Annual Reverse Logistics Conference and Expo in February 2015 at the Rio Hotel and Casino.

Monday offers pre-conference workshops with our RLA Charity Golf Tournament. 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 Reverse Logistics professionals, leading academics, and industry leaders.

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



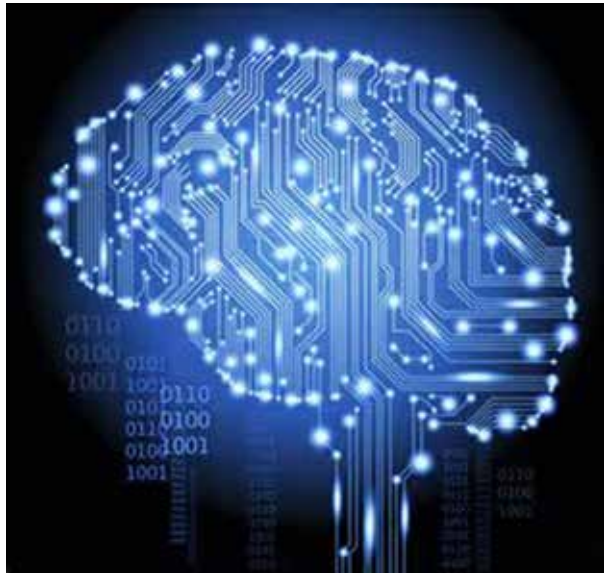
 **REVERSE LOGISTICS ASSOCIATION**  
CONFERENCE & EXPO



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



keep materials in the supply chain. Resource managers will be identifying opportunities to sell or dispose of unwanted byproducts to suppliers and distributors for processing and re-entry into the supply chain. "Companies must continue to openly discuss best practices and work together to brainstorm uses for challenging byproducts" (General Motors News, 2012, P.6). Both formal and informal networking and collaboration will help managers identify and drive new initiatives for their organization ultimately reducing waste and identifying opportunities to increase efficiency.



One of the drivers determining how a product will be handled is directly tied to the product value. High value items will be remarketed rather than marked down. It is more cost effective to manage unsold leather or fur coats at the end of the season by remarketing in the southern hemisphere where winter is just beginning rather than mark them down. Good data management must consider all of the variables rather than just product value and transport costs. If the leather coat was returned by consumers because of a manufacturing error, it might not be beneficial to transport the merchandise to another market.

Policies and procedures will need to be flexible to accommodate changing needs within an organization and across the supply chain with continual process improvements relying on good data management. "The processes that materials undergo may differ dramatically in your business by facility, product type, the condition or materials, and the reason for return" (Norman, 2007, para. 11). Some of the significant changes manufacturers face has been the rising cost of fuel and driver shortages.

Companies began offshoring manufacturing because the cost saving benefits saved companies on average 25% of the cost to manufacture compared to domestic manufacturing (Information Week, 2001). As we face rising fuel costs and economic struggles, this trend is reversing with manufacturing returning to the United States. "Wal-Mart, which pioneered global sourcing to find the lowest priced goods for customers, said it would pump up spending with American suppliers by \$50 billion over the next decade – and save money by doing so" (Feroz, 2013). Labor relations in areas that experienced the offshoring boom is fighting for higher wages, along with increased transport costs is encouraging manufacturing to reduce fuel consumption for cost savings. It is important to identify optimal location for manufacturing, distribution, and collection from a geographic standpoint to minimize transport costs in the reverse logistics cycle.

Customers are a primary driver in developing closed loop supply chains. The returns experience impacts product brand. The Aberdeen Group conducted a consumer survey specific asking consumers how the returns process would affect their likelihood of becoming a repeat customer. "85% indicated if they received poor returns service they would not return as a customer while 95% indicated they would return if they received good customer service" (Greves Davis, 2010, p. 9). When developing or improving upon reverse logistics operations, intangible benefits such as customer satisfaction, loyalty, and public relations associated with positive environmental impacts should be considered.



Both physical infrastructure combined with good data management will aid in the effective reduction, reuse, and recycling of product achieving optimal returns. The

# RL CERTIFICATION

**Invest in your career and your future with a certification from the Reverse Logistics Association (RLA) that will show that you have a set of skills to build value in any organization.**

**In its commitment to giving you the greatest opportunities for professional development, RLA now provides certification as a:**



**REVERSE LOGISTICS ASSOCIATION™**

## REVERSE LOGISTICS PROFESSIONAL (RLP)

If you are working in the reverse logistics field with three or more years of experience, then you are ready to take the Reverse Logistics Association's preparation course for the Reverse Logistics Professional Certification Examination. The course is 8 hours of training in the foundational principles of reverse logistics and the business practices that lead to world-class performance. The course is highly interactive in an experiential-learning format that maximizes your training so that you can immediately apply what you have learned on the job. After passing the examination, you will be qualified to put "RLP" after your name distinguishing you as a highly-trained professional in reverse logistics.



## REVERSE LOGISTICS MANAGER (RLM)



If you are a manager of reverse logistics processes with five or more years of experience, then now is the time to take the next step in your career by taking the Reverse Logistics Association's preparation course for the Reverse Logistics Manager Certification Examination. The course provides 16 hours of intense instruction in the latest trends in reverse logistics and the best practices that will set you and your organization apart in your industry. You will receive in depth training in the strategic and tactical aspects of reverse logistics. And, the course also covers the tried-and-true techniques that can help a manager lead his or her staff you achieve the greatest potential value-recapture for their organization. "RLM" after your name says that you have demonstrated a high-level of competence to lead and direct reverse logistics processes.

## REVERSE LOGISTICS TRAINER (RLT)

If you qualify as a Reverse Logistics Manager and you have training experience, by taking the Reverse Logistics Association's preparation course for the Reverse Logistics Trainer Certification Examination, you can become qualified to train RLPs and RLMs. The course is 24 hours long to strengthen your mastery of reverse logistics concepts and techniques as well as give you the skills to effectively teach them to others. As an RLT you will be a registered education provider and you will be qualified to work collaboratively with RLA to help organizations around the world to prepare their personnel to achieve high-level performance in reverse logistics.



**RL Certification program is organized by the RL Certification Committee**



savings achieved through reducing the number of returns would lower cost, cycle time, and waste.

### Repairs and Reuse

The essence of supply chain management is to provide products to the consumer at the right time, and the right cost. When examining the reverse supply chain, a company must examine whether or not they are meeting those same customer expectations with return, repair, reuse, and warranty management initiatives. "How much service level can I give my customers before everyone screams about what it costs?" (Boston Consulting Group, u.d., p.3).



Despite the difficulties associated with disconnected data, the military was able to improve predictability, reliability, and visibility in the supply chain. The military developed a significant improvement to utilize data, despite disconnects of communication, to plan rather than react to maintenance and repair requests. Shipment tracking was improved through the use of RFID technology, despite the fact that logisticians were utilizing multiple data sources to track that item. A manufacturer would want to identify the most cost effective way to predict and control their return process. "Knowing what is returned and where it ends up will make it easier for companies to deal with regulatory issues and evaluate returned stock for possible secondary sales channels" ( Greve and Davis, et al, u.d., p.5). By strategically planning military returns, they ability to plan for maintenance and reissue to the unit, or plan to have the item enter the army reutilization program prior to final disposition.

To reduce repair time, tight control and adherence to processes and maintenance of an inventory system should be consistent. Maintaining tight control, taking inventory samplings and mini-audits conducted at

regular intervals will ensure control over inventory is maintained ultimately reducing costs associated with excess stock as well as increasing the quality and efficiency of the facility. Manufacturers are looking to move returns as quickly as possible resulting in more collaboration with retailers in areas of product testing, marketing and liquidation to save the expenses associated with the transport and collection of returned and excess products (Konrad, 2012). Products with a shorter life cycle, such as electronics, lose value very quickly. The best advantage is to develop a collaborative relationship with retailers to test returns, and re-enter them back into the supply chain as soon as possible. 75% of returned televisions, digital video recorders and video cameras are a result of buyer's remorse and expected cyclical returns rather than malfunction. By testing returns at the retail level, Konrad (2012) identified an estimated recovery rate of 20 – 40%. Secondary markets should not be overlooked as they represent 2.28% of the Gross Domestic Product (GPD) and 40% of all secondary market goods are exported (Greve Davis, 2010, p. 14). Software was developed by the industry called "reflash" that allows a laptop, desktop computer, or other wireless device to have the drive and memory chip wiped higher up the supply chain, bringing it back to the supply chain potentially within hours of receiving the return.

In a case study, the military identified exposure to counterfeit parts that infiltrated the supply chain which has "threatened National security, the safety of our troops, and American jobs" (Shaughnessy, 2012). The problem America faced could not solely be blamed on the Chinese for the manufacture of substandard parts, but could be traced to a continued lack of consistency with inventory control and accountability. Different organizations within the military have different levels of commitment surrounding inventory maintenance and control. Property managers often spend a significant amount of time trying to obtain accurate paperwork,



# The USA's only event for the entire home delivery chain

April 7-8, 2014, Atlanta, GA

Join us to gain industry intelligence, network with top retail, eTail, supply chain, and logistics decision-makers, and form new business relationships.

### Confirmed speakers include:



**Mark Holified**  
Senior Vice President,  
Supply Chain  
The Home Depot



**Chuck Ikner**  
Director, US Logistics  
Services  
Tempur-Pedic



**Kris Eyunni**  
Vice President of  
Home Delivery  
Sears Holding Corporation

Register now to secure your place.



**Register now - on your phone**  
Scan this QR pattern with the camera on your smartphone to register now.  
Don't have a smartphone? You can also register and get the offer on our website: [www.terrapinn.com/RLAHomeDelivery](http://www.terrapinn.com/RLAHomeDelivery)



[www.terrapinn.com/RLAHomeDelivery](http://www.terrapinn.com/RLAHomeDelivery)

2014 sponsors





records, and facilitating reconciliations. Without commitment and support from the top levels encouraging compliance with the process and clearly communicating the goals for tight inventory control, frustration and resistance could work against the effort leading to gaps filled with low inventory, excess inventory, error, damage, theft, loss or the opportunity for counterfeit parts and substandard quality of the repair. Although the military manages a database for tracking and accountability of equipment that is consistent, the processes in managing and capturing data as well as identifying location of the equipment are not. Some military units may have bar code scanners while others will manage inventory manually with pen/paper and checking items off from a master report. An organization overseeing a repair facilities across many different business divisions, must think about planning operations to eliminate inconsistencies and implement automation that will focus on decreasing the time a product is not operational.

By establishing organizational objectives and an acceptable wait time for a repair, data can be used to identify customer clusters to optimize location and warehouse of repair personnel. Data can also help anticipate and plan for common repairs, coordinating physical parts and labor to expedite the process and increase customer service. Amini, Retzkaff-Roberts, and Bienstock (2005) conducted a study involving the

planning, design, and implementation of medical laboratory devices. The company identified parameters for repair to minimize risk to the laboratory guaranteeing a six hour turn around on repairs for most

customers with exceptions being those in remote areas making compliance with the standard economically unsound or impossible. The company designed a self-diagnostic tool in the equipment that would expedite the process. The tool would determine the cause for the repair reducing down-time.



Controlling inventory data as well as dispatch data were the two challenging parts to coordinate to meet the six hour repair window. By identifying common repairs, managing inventory and storage of parts decisions were made as to what parts could be stored at a customer site, warehouse, or repair technician's vehicle. The data was taken apart and examined using many "what if" scenarios valuating costs and identifying an optimal path to gain the most value for the least expense.

Recovering products, refurbishing goods and reutilizing parts early in the return flow of goods will optimize efficiencies and will often recapture the most value. By eliminating unnecessary transportation of products, a company can introduce the return into the supply chain faster recovering more value, eliminate the transport costs (Roach-Partridge, 2011, para. 1-12). Palm, Inc., an electronics manufacturer, implemented reverse logistics processes with a focus on refurbishment of returned

inventory to resell using on-line secondary markets. "Palm decreased processing costs by fifty percent, reduced goods to inventory turn around to less than two weeks, and tripled product recovery rates achieving up to an eighty percent recovery of retail value" (Partridge-Roach, 2011, para. 14-16).

Fast turn-around to manage the return and expedite the receipt, handling and refurbishment will recapture the most value when that product returns to the supply chain. "Fast turn-around if goods can dramatically reduce the volume of goods which cannot be resold because it is obsolete or out of style as well as reducing carbon costs for warehousing returns" (Burgess & Stevens, 2010, p.4).

### Recycling and Zero Waste

The future collaboration trends and relations continue to evolve optimizing the use of recycling and reduction of landfill. Waste from one organization will become a resource for another. "The circular economy is a generic term for an industrial economy that is, by design or intention, restorative" (Iles, u.d.). The circular economy

deals with two types of material flows, the first being biological nutrients designed to reenter the biosphere safely. An example might be a seed manufacturer packaging seeds on a biodegradable card that can be planted which will break down as the seed germinates and grows providing nutrients back to the soil. The other type of material is considered a technical nutrient where they are designed for recycling, refurbishment and reuse. An example might be the deconstruction, reuse, and recaptured value from electronic waste. By reducing the amount of waste, it will often enhance productivity, quality, and efficiency throughout the organization increasing profitability. "The goal of reverse logistics and creating a greener, sustainable business model is also what makes it smart from an economic perspective: getting rid of waste, which is costly to profits and harmful to the planet" (Partridge-Roach, 2011, para. 19).

Companies are recognizing the value of developing Zero Waste initiatives that have benefited the profitability of their organization. Dupont identified countertops that were not suitable for use in construction. A collaborative partnership was developed with a third party vendor



## Is your company being Robbed?

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



### RL Careers

#### Motorola Mobility

- After Sales Service and Support Manager

#### PlanITROI

- Business Development Manager – (RL) Reverse Logistics Specialist – Selling to Retailers & OEM's

#### Reverse Logistics Association

- RL Solutions Director
- Sales Executive, Advertising

#### This is your place to post jobs\* within the Reverse Logistics Industry.

If you are a job seeker or a hiring manager looking to staff positions within the Reverse Logistics Industry, this is the place for you. Contact RLA Connections for more information!

\*RL Solutions Careers is a service available to Bronze Members and above.



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



that accepted the defects and unsalable countertops to grind into a lower grade material. The material was sold to municipalities and state governments to be used as aggregate in road construction projects. Aside from developing a new stream of income, they were able to eliminate 2,000 tons of waste from hitting the landfills (Excel, u.d. para 6-8).

Dupont also created other initiatives at the associate employee level developing educational programs that would reinforce their goal of achieving “zero waste”. A composting awareness program was implemented and composting bins were strategically placed in break rooms. The compost was used on DuPont property to fertilize grass, trees, and other plants (Excel, u.d.). A program seemingly unrelated to the operations of their facility was a significant contribution to reinforce their commitment to develop a zero waste initiative and communicating a strong, consistent message to keep associate employees actively engaged in conservation efforts.



GM implemented a landfill free goal examining the byproducts throughout their operation to find new ways to use and market byproducts. Global purchasing and vendor management supports the effort by collaborating with key partners to identify how waste can still be useful

and marketable. “GM continues to manage byproducts in one electronic tracking system with a goal of recovering all resources to their highest value” (General Motors News, 2012, p. 2). GM examines each process in their zero waste program and identifies those which are not revenue generating or cost neutral. If there is not a benefit to the process, it is reconsidered and other approaches such as material substitutions, logistics, geography, or other electronic processing technology improvements. “GM generated \$2.5 billion in revenue between 2007 and 2010 through various recycling activities” (General Motors News, 2012, p.3). Long term commitment and continual process improvements generated a significant additional stream of income.

### Conclusions

Web based technologies will be a critical component to developing transparency and accountability with reporting throughout the supply chain. Access to data will be needed throughout the supply chain to enforce best practices established by supply chain partners.

Implementing an aggressive returns management program will have costly hurdles and should be approached as a long term goal. Once the initial investments into the waste management system are made, long term benefits will recover that investment and save on long term operating costs (GM, 2012, p.2). Identifying overall financial savings of repair verses buy new will play a prominent role measuring return on return investments. Consistent and transparent data management will be an evolving practice for continuous process improvements toward achieving maximum efficiency.

Information will be captured at the store or vendor level identifying return reasons and through collaboration will share that information throughout the supply chain to identify opportunities to reduce the likelihood of returns as well as reintroducing the item back into the supply chain at the optimal point. “To ultimately convert data into action, data must be made assessable not to just one reverse logistics person in the organization but to anyone that is an influencer on returns” (Doughton, 2013, para. 4). Strategic communications will play a role to identify what information should be captured and shared to limit stakeholders confusion and frustration with receiving too much irrelevant information to their piece in the supply chain.



Returns management will transition from focusing on short term financial returns to long term organizational needs and growth. Sustainable business models will begin in the board room and will expand throughout the supply chain. Collaborative environments will identify and produce opportunities and risks to improve operations and manage returns and excess materials at the lowest cost meeting consumer demand, consumer values, resource constraints, and government regulations.

Re-processors and recyclers will be seeking more

## RL NEWS CLIPPINGS

WE SEARCH OUT THE LATEST RL NEWS AND DELIVER IT RIGHT TO YOUR EMAIL INBOX



**WEEKLY NEWS CLIPPING** emails provide press releases related to OEM/ODM and Branded Companies, Third Party Service Providers and other organizations involved in Reverse Logistics. Four categories of news include: Read the Press, Money Talks, Industry Events and Technology Spotlight. News covers all areas of RL including Aftermarket Service, Warranty Management, Asset Disposition, Field Service, Remarketing, Data Destruction, Regulatory Requirements and e-Waste disposal, just to name a few.

**WHITE PAPERS** explore industry trends and give insight into real-world studies and offer solutions to industry issues.



## RLA ADVERTISING

**ADVERTISING** with the Reverse Logistics Association allows you to reach leading Business and Reverse Logistics professionals in multiple formats throughout the year.

**RL MAGAZINE** - Readership of 225,000+, RL Magazine is the only publication completely focused on the information the industry needs to address the comprehensive concerns affected by the Reverse Logistics process. Our worldwide circulation is 90,000 and growing at a rate of 25% per year. In addition, we have learned that the pass-along rate is 2 to 3 times per issue. The digital version of RL Magazine will increase the reach of the magazine to more readers on a monthly basis, bringing the latest in industry trends to the readers wherever they are.

### EMAIL PUSHES

- Digital Magazine with a Circulation of 75,000
- Weekly News Clippings with a Circulation of 50,000

### CONFERENCE & SEMINAR PROGRAMS

Programs allow you to reach a captive audience during one of RLA's industry-leading events around the world and throughout the year.

**RLA WEBSITES** - Three Websites with up to 2 million hits a month.

[WWW.REVERSELOGISTICSASSOCIATION.ORG](http://WWW.REVERSELOGISTICSASSOCIATION.ORG)  
[WWW.RLMAGAZINE.COM](http://WWW.RLMAGAZINE.COM)  
[WWW.RLASHOWS.COM](http://WWW.RLASHOWS.COM)



For information about advertising with RLA, Call **866-801-6332**





opportunities to identify manufacturers that can purchase recycled materials in their operation. Procurement professionals will be more focused on cost savings associated with transport and expanding potential supplier bases without reducing quality of their goods.

Reverse logistics will evolve with continuous improvements to operational efficiencies reducing risk, cost, and environmental impacts across the supply chain relying on collaborative relationships. These collaborative relationships will produce improved flexibility throughout the returns process. Reclamation programs will be designed to fit customer needs and costs will be minimized through collaborative partnerships with vendors and suppliers.

## REFERENCES

Amini, M., Retzlaffroberts, D., & Bienstock, C. (2005). Designing a reverse logistics operation for short cycle time repair services. *International Journal of Production Economics*, 96(3), 367-380. doi: 10.1016/j.ijpe.2004.05.010

Banks, R. (n.d.). *Defining and improving reverse logistics*. Retrieved from <http://www.almc.army.mil/alog/issues/MayJun02/MS745.htm>

Bilodeau, J. (2013, May 24). Reverse logistics vs. green logistics: *Is there a difference?* *Reverse Logistics Talk*. Retrieved May 26, 2013, from <http://reverselogisticstalk.wordpress.com/>

Burgess, W., & Stevens, C. (2010). Reducing environmental impact of returns. In *Canadian Encyclopedia of Environmental Law*. Retrieved June 17, 2013, from [http://www.returntrax.com/site/ywd\\_returntrax/assets/pdf/RTX\\_Environmental\\_White\\_Paper.pdf](http://www.returntrax.com/site/ywd_returntrax/assets/pdf/RTX_Environmental_White_Paper.pdf)

*The business case for zero waste* [PDF]. (2012, October 19). Detroit: General Motors News.

Carolina Supply Chain Services, Inc. (2006). *A closed loop returns management system: Turning failures into profits* [Brochure]. Winston-Salem, NC: Author.

Casotti, L., N., & Lindaman, J. (2004, Fall). *Ford pinto case study*. Retrieved May 26, 2013, from [www.cofc.edu/~blocksonl/.../Ch.%2012%20-%20Ford%20Pinto.ppt](http://www.cofc.edu/~blocksonl/.../Ch.%2012%20-%20Ford%20Pinto.ppt)

Creating the optimal supply chain. (n.d.). *Boston Consulting Group*. Retrieved June 27, 2013, from <http://knowledge.wharton.upenn.edu/papers/download/BCGSupplyChainReport.pdf>

Diener, D. (2004). Measuring the reverse logistics process. In *Value recovery from the reverse logistics pipeline*. Santa Monica: Rand.

Excel. (n.d.). *Collaboration drives waste to zero* [Brochure]. Author. Retrieved June 13, 2013, from [http://www.excel.com/exel/exel\\_customer\\_successes.jsp?page=1](http://www.excel.com/exel/exel_customer_successes.jsp?page=1)

Field, J. M., & Sroufe, R. P. (2007). The use of recycled materials in manufacturing: Implications for the supply chain management and operations strategy. *International Journal of Production Research*, 45(18/19), 4439-4463. doi: 10.1080/00207540701440287 EBSCO

Foroohar, R. (2013, April 11). How 'Made in the USA' is Making a Comeback. *Business Money How Made in the USA Is Making a Comeback Comments*. Retrieved June 08, 2013, from <http://business.time.com/2013/04/11/how-made-in-the-usa-is-making-a-comeback/>

Greve, C., & Davis, J. (n.d.). *Recovering lost profits by improving reverse logistics* (Tech.). UPS.

Greve Davis. (n.d.). *Future trends that will impact reclamation* [Brochure]. Author. Retrieved June 8, 2013, from <http://grevedavis.com/files/2010/09/Future%20Trends%20in%20Reverse%20Logistics%20Sept%202010.pdf>

Iles, J. (n.d.). Re-thinking progress: The circular economy. TED-Ed. Retrieved June 01, 2013, from <http://ed.ted.com/on/2Yy019iv>

InformationWeek: The Business Value of Technology. (2001, December 10). *Informationweek*. Retrieved June 08, 2013, from <http://www.informationweek.com/companies-reconsider-offshore-outsourcin/6508358>

Konrad, T. (2012, October 01). New Trends in Reverse Logistics – Tim Konrad [Interview by B. Bowman]. Retrieved May 26, 2013, from <http://www.youtube.com/watch?v=UQIXxrfd90w>

Liu, F. (n.d.). Reverse logistics matters: *Impact of resource commitment on reverse logistics and customer loyalty* (Unpublished master's thesis). University of Maastricht. Retrieved May 26, 2013, from <http://arno.unimaas.nl/show.cgi?fid=11285>

Login – Community – The Sims 3. (n.d.). Login – Community – *The Sims 3*. Retrieved June 26, 2013, from <https://www.thesims3.com/webLogin.html?redirectTo=http://www.thesims3.com/registeragame.html&forceLoginMessage=login.force>

Norman, L. (2007, May/June). Five Considerations for Evaluating Returns Software Solutions. *Reverse Logistics Magazine* -. Retrieved June 02, 2013, from <http://www.rlmagazine.com/edition06p29.php>

Reverse Logistics Today Blog. (2013, May 14). *Reverse Logistics*. Retrieved June 08, 2013, from <http://www.blumberg-advisor.com/reverse-logistics-today/?Tag=Reverse%20Logistics>

Roach-Patridge, A. (2011, June). Full circle: Reverse logistics keeps products green to the end. - *Inbound Logistics*. Retrieved June 15, 2013, from <http://www.inboundlogistics.com/cms/article/full-circle-reverse-logistics-keeps-products-green-to-the-end/>

Rogers, D. S., & Tibben-Lembke, R. S. (1999). *Going backwards: Reverse logistics trends and practices*. Reno, NV: University of Nevada, Reno, Center for Logistics Management.

Shaughnessy, L. (2012, May 22). Probe finds 'flood' of fake military parts from China in U.S. equipment. *CNN Security Clearance RSS*. Retrieved December 26, 2012, from <http://security.blogs.cnn.com/2012/05/22/probe-finds-flood-of-fake-military-parts-from-china-in-u-s-equipment/>

The Springville Museum Quilt Show. (n.d.). *The Springville Museum Quilt Show*. Retrieved May 26, 2013, from [http://www.americaslibrary.gov/es/ut/es\\_ut\\_quilt\\_1.html](http://www.americaslibrary.gov/es/ut/es_ut_quilt_1.html)

Weeks, K., Gao, H., Alidaec, B., & Rana, D. S. (2010). An empirical study of impacts of production mix, product route efficiencies on operations performance and profitability: A reverse logistics approach. *International Journal of Production Research*, 48(4), 1087-1104. Retrieved May 29, 2013, from EBSCO.



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

Home Delivery	<a href="http://www.rltshows.com/hdw14.php">http://www.rltshows.com/hdw14.php</a>	47
NEWTrees	<a href="http://www.rlashows.org">www.rlashows.org</a>	19
RL Bottom Line	<a href="http://www.rla.org/rla_connect.php">http://www.rla.org/rla_connect.php</a>	49
RL Certifications	<a href="http://www.rla.org/education.php">http://www.rla.org/education.php</a>	45
RL Solutions	<a href="http://www.rlquote.com">www.rlquote.com</a>	54
RL Quote	<a href="http://www.rlquote.com">www.rlquote.com</a>	13
RLA Italy	<a href="http://www.rltshows.com/italy.php">http://www.rltshows.com/italy.php</a>	3
RLA Brasil	<a href="http://www.rltshows.com/brazil.php">http://www.rltshows.com/brazil.php</a>	29
RLA Las Vegas	<a href="http://www.rltshows.com/vegas.php">www.rltshows.com/vegas.php</a>	43
RLA Membership	<a href="http://www.rla.org/memberships.php">http://www.rla.org/memberships.php</a>	38
RLA - Product Life Cycle	<a href="http://www.rla.org">www.rla.org</a>	37
RLA - Singapore	<a href="http://www.rltshows.com/singapore.php">http://www.rltshows.com/singapore.php</a>	25
RLA - Terminology	<a href="http://www.rla.org/reverse-logistics.php">www.rla.org/reverse-logistics.php</a>	23
RLA Workshops	<a href="http://www.rlashows.org">www.rlashows.org</a>	53
Sinqfar - Save the Date	<a href="http://www.rltshows.com/par14.php">http://www.rltshows.com/par14.php</a>	2
Supply Chain & Transportation USA	<a href="http://www.rltshows.com/sct14.php">http://www.rltshows.com/sct14.php</a>	33
Utah Life Elevated	<a href="http://www.business.utah.gov">www.business.utah.gov</a>	31
WERC Chicago	<a href="http://www.rltshows.com/werc14.php">http://www.rltshows.com/werc14.php</a>	21
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





# RL Solutions – We help connect YOU to solutions for. . .

- **3PSP Services**
- **Consultants**
- **Facilities with  
RL Infrastructure**
- **Research**
- **Mergers & Acquisitions**
- **Internship Programs**
- **Industry Jobs**

We know that many Manufacturers, Retailers & 3PSPs spend a lot of time, energy, and money trying to find the right solutions.

So we offer ways to expedite your solutions search at NO COST to you, while you remain anonymous.

RL Solutions – It's Confidential and FREE.

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

**RL Solutions**

