



REVISTA LOGISTICA REVERSA

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



**REVERSE LOGISTICS PAVILION
COMES OF AGE**

Edition 65



OFFICIAL MAGAZINE OF THE
REVERSE LOGISTICS
ASSOCIATION®

Conferência e Exposição sobre Logística Reversa no Brasil

De 16 a 18 de Setembro

à Patrocinado pela "Reverse Logistics Association"

- Participação de profissionais de todo o mundo inclusive da América do Sul e Central
- Principais OEMs e Varejistas estão procurando por empresas terceirizadas para prover serviços de gerenciamento e administração do processo de Logística Reversa nesta região.

Programa-se agora mesmo para aprender com os especialistas em Logística Reversa e aproveite para fazer um network com outros profissionais do ramo

Conferencia y Exposición de Logística Inversa en São Paulo Brasil

16-18 de Septiembre

Patrocinado por la Asociación de Logística Inversa

- Profesionales mundialmente participan en este evento
- Principales fabricantes y minoristas están en busca de compañías de servicios que pueden gestionar su inversa logística en sus regiones
- Disfrute de la temporada de otoño en el sol brasileño!

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

Reverse Logistics Conference & Expo in São Paulo Brazil

September 16-18

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!

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RL Magazine will publish 12 issues annually — 12 new digital editions! Reverse Logistics Magazine welcomes articles and abstracts. Please send to: editor@RLMagazine.com

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Message from the Editor

A year ago I moved across country to Cleveland, Ohio. We had to find a new internet/cable/phone service to use, so we selected one and had to have it installed into the temporary rental we moved into. When the technician arrived, we were made aware that our home was not properly set up for their services, and he would have to add a cable from the outside that comes into the inside, as well as add a back-up power supply for the phone, to be used when we might lose power. All was taken care of, and for the past year, we used the services with no issues.

A year later, just a few weeks ago, we moved to a new home, and of course had to have all of our services moved as well. We called the service provider, and scheduled a time for a technician to come out and re-install into our new home. At this time, we were told to be sure to disconnect all hardware, and bring it to the new home. We did this, and were ready with the technician arrived.

After a few bumps in the road with scheduling and miscommunication within the service company, we finally got a technician arrive and told us we didn't have to bring the back-up power supply to our new home, because it wasn't needed. We moved forward with the installation and a few hours later were connected to the world. The technician left our home, and we realized we still had this 10lb back-up power supply sitting in our tv room. My husband grabbed the unit, and ran out to the technician's van. He told us that he didn't need the unit, and that we could keep it. Of course, we didn't want the 10lb battery unit, and have no use for it, so insisted that he take it, but he told us that he doesn't take it back, that we can keep it, and if we don't want it to just discard it ourselves.

Of course, my Reverse Logistics brain set off, and I was very confused as to why this service provider was not re-using the unit, or refurbishing the unit for other use, or discarding it themselves if they no longer needed it. Since this group has been a member of RLA, I contacted the Director of Reverse Logistics about the issue – and inquired about the unit, relaying the story. Fortunately, I got the response I was hoping for: “We had been collecting those BBU's and recycling them at our Fort Worth facility for reuse so I'm not sure why the technician gave you that direction. Please work directly with [Name removed] and [Name removed] copied on this mail.”

I was so happy to see this response, to see that this Service Provider has taken the proper steps and already taken this unit into consideration within Reverse Logistics. It seems there was a lack of communication or error on the side of the technician, which will get worked out. However, in whatever business you are in, we always want to remember that Customer Service is a part of Reverse Logistics – and each Reverse Logistics department needs to take into consideration what our customers are doing with our “unnecessary” parts, and consider making it our responsibility as well.

Thank you,
Felecia Przybyla
editor@rla.org



OUR MISSION

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

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

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

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

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



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- Kenneth Turner, Hewlett-Packard





Message from the Publisher

NOT FOR PROFIT

Here is some exciting news, we have been trying to find a partner that we could work with to co-locate our events with professionals in Supply Chain, Logistics and Manufacturing. We have found that REED exhibitions gives us that luxury while reducing our cost for our Members! So stay tuned-in, you will start to see Reverse Logistics Pavilions at many of the major REED events around the world. Picture an exhibit booth cost of only \$4,999 and attendance cost under \$399. This is just the beginning of the advantages.



Take a look at our next event in [Sao Paulo, Brazil](#). There will be over one hundred and twenty exhibitors and 30,000 attendees at our combined event with the other logistics, warehousing and supply chain organizations. Make sure you visit the [Reverse Logistics Pavilion](#) in the center of the exhibit area and made sure your register for the [conference sessions](#).

In my announcement this February at our flagship event in Las Vegas, I told the audience that I would be retiring in 2016. Well there is so much to do before then. Here are just a few of the tasks that must be completed in the next year and a half.

- Moving RLA to a "Not for Profit" status, more specifically a 501 (c)(6) filing with the Internal Revenue System. In Process
- [Creating the Organization](#) Done
- [Organizing Documents](#) Done
- [Bylaws](#) Done
- [Employer Identification Number](#) Done



When I started RLA in 2002, I never realized the size and scope that it would become. I'm always amazed to see so many titles with Reverse Logistics as part of the title, and in so many industries!

This edition of RL Magazine is full of helpful stories in both English and Portuguese. We hope that you will focus on this important market in Brazil. Come prepared to use this platform in Sao Paulo, Brazil where you'll rub shoulders with both Reverse and Forward Logistics professionals across so many industries. Just take a look at the [exhibitor list](#) so for.

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

Board of Advisors

A Board of Advisors comprised of industry experts has been set up to monitor and assist the Reverse Logistics Association management team in making informed decisions. Advisors include:



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

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- Larry Worden, EcoAsia Technologies, Ltd.



Join today at www.RLA.org

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Pavilhão de Logística Reversa – uma solução que agrega muito valor !

By Gailen Vick, Founder of RLA



Profissionais de Logística Reversa estão vindo para o Brasil ! Por anos, um dos desafios da RLA – Associação Mundial de Logística Reversa tinha ,era : como trazer tal questão para as mais pessoas e empresas e dentro de seu budget. Utilizado várias tentativas e com muito esforço, nós encontramos o formato que nos permite cumprir com nossa missão e objetivo trazendo um suporte maior aos nossos profissionais e membros associados.

Começando em Setembro deste ano a RLA juntou-se com a “REED Expositions” em eventos de “Supply Chain”, Logística , Armazenamento e Manufatura.

Haverá um Pavilhão de Logística Reversa destacado e organizado pela RLA. Contando com nossas sessões de conferência habituais, os varejistas e fabricantes farão palestras trazendo maior conhecimento em Logística Reversa.

Alguns dirão, bem isto não é um bom negócio, pois não é diferente de ter sessões sobre Logística Reversa em qualquer lugar.

Na verdade é muito, muito mais do que isso. Agora a RLA trará o conhecimento de seus palestrantes de Logística Reversa, consultores e prestadores de serviços também para executivos seniors da área de Logística.

“O que mudou? Imagine profissionais de “Supply Chain”, Logística , manuseamento de material, fabricantes de software e sistemas , depósitos, consultores, integradores de sistemas, prestadores de serviços logísticos, editores

de revistas e mais um ingrediente , Logística Reversa”, diz Laurent Noel , Vice President da REED Expositions “Nós sentimos que consolidar diferentes eventos em uma conferência maior era a resposta. O que isso significa para a RLA?” disse Gailen Vick, diretor executivo da RLA, “Nós seremos capazes de trazer nossos negócios para cada localização, globalmente de Mumbai ao México e Europa Oriental até a França. Sim de 8 a 10 eventos por ano. Seremos capazes de fazer isto porque a infraestrutura da REED tem o conhecimento que nós temos no quesito Logística Reversa”.

Sr. Noel percebeu que, trazer mais informações sobre o tema da Logística Reversa era muito importante e tinha de ser feito com um grupo com o conhecimento dos profissionais de logística reversa em todo o mundo. “É por isso que se uniram com RLA. Eles sabem quem são os profissionais de logística reversa e que fazem isso há mais de 12 anos.”

Venha e junte-se a nós em São Paulo (Brasil) em setembro para o nosso 1º evento juntando as áreas de Logística e Logística Reversa. Haverá mais de 30.000 profissionais da América do Sul e mais de 120 expositores.

Você verá , em primeira mão, como a magnitude deste tipo de infraestrutura economiza tempo e dinheiro ao trazer o conhecimento necessário para toda a sua cadeia de abastecimento.



Reverse Logistics Pavilions – a Solution Worth Seeing

By Gailen Vick, Founder of RLA



Reverse Logistics Professional are coming to your neighborhood soon! For years one of the challenges that Reverse Logistics Association has faced was how we get our subject matter to the masses while staying within our budget. With several trials and a recent struggle we have found a format that allows Reverse Logistics Association to fulfill another mission objective, bringing our membership of Reverse Logistics professionals to your back door.

Starting in September of this year RLA is teaming up with REED Expositions where they have Supply Chain, Logistics, Warehousing and Manufacturing events. There will be a Reverse Logistics Pavilion highlighted and hosted by RLA. Along with our normal Conference sessions, OEM and Retailer speakers will bring their knowledge of RL.

Some might say, well this is no big deal, it’s no different than someone having a RL session anywhere. But it’s much, much more than that. Now RLA will bring their knowledge of Reverse Logistics speakers, consultants and third party service providers to a location near you, while at the same time co-mingling with senior management from the Supply Chain.

“What is the change? Imagine professionals from

Supply Chain, Logistics, Material Handling, Software and Systems Manufacturers, Warehousing, Consultants, Systems Integrators, Third-Party Logistics Providers, Publishers and then add one more ingredient, Reverse Logistics,” says Laurent Noel Vice President of REED Expositions.



“We felt consolidating the different events into one major conference was the answer. What’s this mean for RLA?” said Gailen Vick the Executive Director of RLA, “We will be able to financially bring our venues to every location, globally from Delhi to Sao Paulo and Eastern Europe to France; yes 8 to 10 shows per year. I will be able to do this because of the infrastructure that REED has and the knowledge that we have on the topic of Reverse Logistics”. Mr. Noel realized early on that in order to do justice on the subject of Reverse Logistics there had to be a group with the knowledge of reverse logistics professionals around the globe. “That’s why we have lined with RLA, they know who the Reverse Logistics professionals are and they’ve been doing it for over 12 years.”

LOGÍSTICA REVERSA DE RESÍDUOS QUÍMICOS PERIGOSOS EM HOSPITAIS DE SÃO PAULO¹

by Orlando Cattini Junior, EAESP/FGV - Professor do Departamento de Administração da Produção e Operações
and Vital de Oliveira EAESP/FGV - Mestre em Administração de Empresas

Article in English on page 24

1. CARACTERIZANDO O PROBLEMA

A prestação serviços de assistência à saúde tem crescido em volume de produção e principalmente na complexidade e diversidade dos serviços oferecidos. A área de assistência hospitalar se desenvolve em um ambiente de constante pressão por evolução tecnológica e exigência de qualidade, combinados à massificação do atendimento e diversificação dos serviços oferecidos - aumento das especialidades médicas, métodos diagnósticos, procedimentos terapêuticos, etc. Além dos desafios específicos dos empreendimentos na área da saúde, dificuldades estruturais como a crescente competitividade dos mercados e a conseqüente redução das margens, afetam as empresas privadas, enquanto as instituições públicas ou sem fins lucrativos enfrentam a insuficiência das verbas corroídas pelo aumento dos custos.

Neste artigo relatamos como alguns hospitais, na cidade de São Paulo, têm lidado com os resíduos químicos perigosos gerados nos processos diagnósticos, terapêuticos ou de pesquisa. Nosso objetivo é discutir, em que medida modelos e técnicas de gestão da cadeia de suprimentos e, em especial, as noções de logística reversa, têm sido percebidos e empregados como oportunidade de

melhoria no gerenciamento da disposição desses resíduos, seja na redução de custos, no marketing ambiental ou no atendimento às exigências legais. Mesmo reconhecendo que o emprego da logística reversa na gestão de resíduos é ainda hoje no Brasil uma prática pouco estruturada e muitas vezes até informal, consideramos alguns estudos que têm destacado as vantagens de uma abordagem sistêmica, em que a geração dos resíduos, em qualquer estágio da cadeia, é entendida como parte do processo de produção.

Analisando os planos de gerenciamento de resíduos de vinte hospitais de São Paulo, constatamos que apenas seis demonstraram identificar corretamente os vários tipos de resíduos químicos perigosos gerados. Ao contrário do que geralmente ocorre com os RSS (Resíduos de Serviços de Saúde) comuns ou infectantes, cada tipo de resíduo químico se origina de um processo específico, isso possibilita maior facilidade na identificação e análise, em separado, de cada um desses processos, considerando as condições típicas da cadeia de produtos e serviços envolvida na sua geração dos resíduos, como por exemplo: resíduos do setor de radiologia, da farmácia ou do laboratório de análises clínicas. Nosso objetivo nesse trabalho não foi aprofundar a análise de cada uma

¹Resumo de trabalho apresentado no VII ENCONTRO NACIONAL SOBRE GESTÃO EMPRESARIAL E MEIO AMBIENTE - ENGEMA - 10 a 12 de novembro 2003 - FEA/USP



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dessas cadeias especificamente, mas discutir aspectos gerais da gestão dos designados genericamente como resíduos de serviços de saúde ou RSS químicos com ênfase nas perspectivas e condicionantes das aplicações da gestão da cadeia de suprimentos e da logística reversa como ferramentas que viabilizem soluções de redução de custos e de impactos ambientais e, dessa maneira, contribuam para tornar a produção e consumo mais sustentáveis no setor hospitalar.

2. CLASSIFICAÇÃO E RISCOS DOS RESÍDUOS DE SERVIÇOS DE SAÚDE

A assistência hospitalar é uma atividade potencialmente poluidora sob vários aspectos. No entanto, os resíduos sólidos gerados nos hospitais e outros estabelecimentos similares, têm-se destacado enquanto preocupação das autoridades ambientais e sanitárias, motivando a edição de regulamentos específicos como as Resoluções do Conselho Nacional do Meio Ambiente (CONAMA Resoluções 05/1993 e 283/2001) e da Agência Nacional de Vigilância Sanitária (ANVISA RDC 33/2003). Embora essas resoluções priorizassem originalmente a regulamentação do manejo dos resíduos de natureza infectante, específicos dos serviços de saúde, o aprofundamento dos estudos para classificação dos RSS destacou a importância de um outro grupo de RSS: os que apresentam riscos de natureza química. Embora gerados em quantidade menor, os RSS químicos apresentam, relativamente aos demais, maior potencial de dano ao meio ambiente.

Os resíduos sólidos gerados por serviços de saúde, assim como já vem ocorrendo com os resíduos de outras indústrias com necessidades específicas, foram agrupados segundo uma regulamentação própria e denominados genericamente de Resíduos de Serviços de Saúde. Essa denominação é utilizada nas normas e legislações mais recentes, em substituição ao antigo termo “lixo hospitalar”.



Dada a complexidade dos processos desenvolvidos na assistência a saúde, uma grande diversidade de resíduos são gerados em quantidades variáveis, conforme as atividades realizadas no estabelecimento de origem. Além disso, reflete-se na composição dos resíduos, quali ou quantitativamente, o porte da unidade, as tecnologias empregadas e os recursos disponíveis, dessa forma, um mesmo produto ou serviço pode envolver a geração de diferentes resíduos conforme o modo de produção, a tecnologia e os materiais empregados, como por exemplo: se o processo é realizado manualmente ou é automatizado, se utiliza material descartável ou reutilizável ou se a tecnologia empregada é mais antiga ou recente.

O principal critério empregado nas classificações mencionadas é o tipo de risco que cada grupo apresenta. Simplificadamente dividimos quatro grupos principais de RSS: Grupo A (GA) – Infectantes; Grupo B (GB) – Químicos; Grupo C (GC) – Radioativos e Grupo D (GD) – Comuns. Os três primeiros são resíduos que exigem cuidados

especiais e o quarto segue recomendações equivalentes às aplicáveis aos resíduos domiciliares. De acordo com o enquadramento do resíduo num grupo de risco serão definidas as medidas de segurança no seu manejo e as alternativas de tratamento e disposição final mais adequadas e legalmente aceitas.

Os resíduos GB – Químicos são certamente os que apresentam maior diversidade de riscos. Incluídos nesse grupo, podemos encontrar, entre outros, resíduos tóxicos, resíduos inflamáveis, reativos ou explosivos e resíduos farmacêuticos. Os resíduos tóxicos têm grande potencial de contaminação ambiental, envolvendo prejuízos para a saúde humana e dos demais seres vivos. Os inflamáveis, reativos ou explosivos, além dos riscos ambientais, exigem maiores cuidados para prevenir acidentes nas etapas de estocagem e transporte. Quanto aos medicamentos vencidos, o principal risco é o de uso

indevido, envolvendo adulteração e comercialização ilegal, mas em certas situações, como no caso dos quimioterápicos antineoplásicos, medicamentos podem apresentar riscos de manuseio e de contaminação ambiental.

3. O PAPEL DA LOGÍSTICA REVERSA

A logística reversa é, ainda hoje, considerada por muitos apenas com um recurso para retorno de mercadorias aos fabricantes, motivado por recalls ou por defeitos cobertos por garantia. Uma outra modalidade tradicional da logística reversa tem sido o retorno de embalagens de transporte ou recipientes retornáveis, quando seu emprego ainda se apresenta como uma opção economicamente interessante. Nenhuma dessas aplicações tradicionais, no entanto, se fundamenta na busca da maior sustentabilidade dos processos de produção ou consumo.

A Reverse Logistics Association (<http://www.reverselogisticstrends.com/>), uma entidade sem fins lucrativos que congrega profissionais e professores da área, cuja mission is to educate and inform RL professionals around the world, and all industries, about the reverse logistics process define como logística reversa all activity associated with a product/service

after the point of sale, the ultimate goal to optimize or make more efficient aftermarket activity, thus saving money and environmental resources.

Com base nesta visão, identificamos as seguintes atividades como integrantes do escopo da logística reversa:

- 1) processamento dos retornos de mercadorias em razão de danos, sazonalidade, reestocagem, salvamento, recall ou excesso de estoque;
- 2) reciclagem de materiais de embalagens e contêineres usados;
- 3) recondicionamento, remanufaturamento e renovação de produtos;
- 4) disposição de equipamentos obsoletos;
- 5) programas para produtos perigosos e
- 6) recuperação de ativos.

Na figura 1 observa-se a inter-relação das atividades e processos de logística reversa com as demais integrantes de toda a cadeia de suprimentos

4. ANÁLISE DA SITUAÇÃO

A falta de indicadores convenientes impede uma avaliação mais precisa dos impactos ambientais dos diversos tipos de RSS e também dificulta o desenvolvimento de estudos

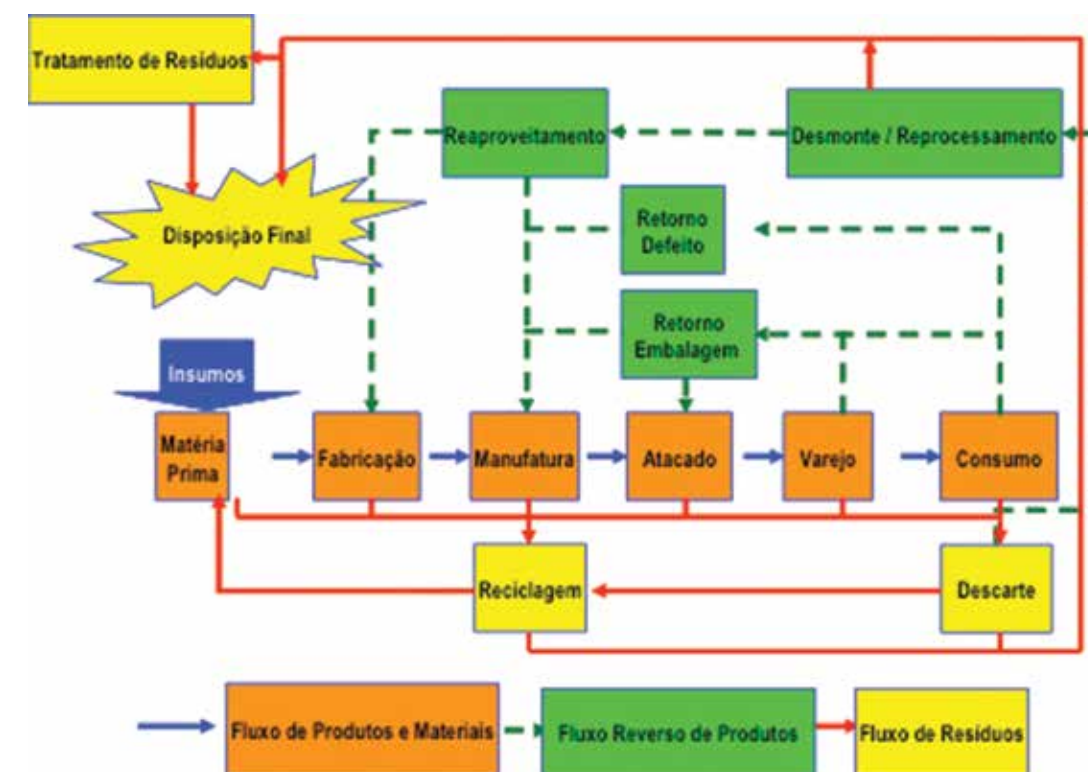


Figura 1 – Representação esquemática da logística reversa e a cadeia de abastecimento.

sobre os problemas relacionados ao gerenciamento desses resíduos nas diversas etapas como geração, estocagem e transporte e destinação final.

Entre abril de 1999 a novembro de 2001, a Secretaria do Meio Ambiente do Município de São Paulo desenvolveu um projeto piloto de implementação do PGRSS – Plano de Gerenciamento de Resíduos de Serviços de Saúde que envolveu cerca de 20 hospitais. Esse projeto se apoiou nas diretrizes da Portaria SMA 102/99, criada especificamente para definir os critérios de elaboração dos PGRSS no âmbito daquela Secretaria.

Um primeiro grupo foi definido visando a obtenção de uma amostra sobre as condições de geração de RSS nos hospitais da Cidade de São Paulo. Para composição desse grupo, foram selecionados doze hospitais, sendo metade público e metade privado. Em cada uma dessas

metades, foram escolhidos, aleatoriamente, em uma lista de todos os hospitais da cidade, dois estabelecimentos de cada porte, ou seja, pequeno, médio e grande porte. A definição de porte usou como base o número de leitos. Um segundo grupo de oito hospitais foi convocado a apresentar o PGRSS devido a denúncias ou reclamações apresentadas pelo Departamento de Limpeza Urbana da PMSP.

Conforme podemos observar na Tabela 1, a amostra analisada abrange 10,75% dos 186 hospitais em operação na Cidade de São Paulo e cerca de 26,43% dos leitos disponíveis.

Os nomes, a localização, assim como outras informações que permitissem a identificação dos hospitais pesquisados foram omitidas.

Tabela 1: Participação da amostra no total de leitos e hospitais do Município de São Paulo

Critério	Grupo	Município de SP *	Participação do Grupo no Município
N. de Hospitais Públicos	8	37	21.62%
N. de Hospitais Particulares	12	149	8.05%
Total de Hospitais	20	186	10.75%
Total de Leitos Públicos	3,317	9,124	36.35%
Total de Leitos Particulares	3,501	16,673	21.00%
Número Total de Leitos	6,818	25,797	26.43%

Tabela 2: Composição do grupo comparada à rede Hospitalar no Município de São Paulo

Critério	Composição do Grupo		Total Município de SP *	
N. de Hospitais Públicos	8	40%	37	19.89%
N. de Hospitais Particulares	12	60%	149	80.11%
Total de Hospitais	20	100%	186	100.00%
Total de Leitos Públicos	3,317	48.65%	9,124	35.37%
Total de Leitos Particulares	3,501	51.35%	16,673	64.63%
Número Total de Leitos	6,818	100%	25,797	100.00%

Tabela 3: Principais Grupos de RSS Químicos.

Classificação Simplificada	Classificação da ANVISA	Descrição
Medicamentos	B1, B2 e B3	Medicamentos vencidos, parcialmente utilizados e impróprios para consumo
Saneantes	B4	Saneantes, desinfetantes, esterilizantes químicos e desinfestantes
Metais Pesados	B5 e B6	Chapas e fixadores de processos fotográficos e RX, termômetros, lâmpadas fluorescentes e baterias
Reagentes	B7 e B8	Reagentes de laboratório, solventes, corantes, ácidos, graxas e outros produtos químicos perigosos

Table 4 : Classification of hospitals by level of Chemical RSS and comparing with the average generation of the waste

Identification's Level	Number of Units		Average of RSS / Total of RSS
Not informed	5	25%	0.00%
Partial	9	45%	.40%
Detailed	6	30%	1.69%
Total of hospitals	20	100%	.61%

Para facilitar a realização deste estudo, os RSS Químicos foram divididos em apenas quatro sub-grupos. A classificação simplificada adotada foi desenvolvida a partir do Regulamento Técnico proposto pela RDC 33/2003 da ANVISA (ANVISA, 2003) que originalmente adota oito sub-grupos. Devemos levar em consideração que a resolução da ANVISA ainda não havia sido publicada na época em que os hospitais avaliados elaboraram os PGRSS. A classificação que utilizamos, e sua correspondência com a classificação da ANVISA, são apresentadas na Tabela 3.

5. RESULTADOS

A Tabela 4 apresenta a distribuição das unidades conforme o nível em que foram classificadas. Através da coluna que apresenta a proporção média de resíduos químicos no total de RSS gerados, podemos verificar claramente que nas unidades onde a identificação dos RSS do Grupo B foi considerada detalhada, a participação média dos resíduos químicos no total foi sensivelmente maior. Os resultados obtidos reforçam a hipótese de que hospitais que não incluíram nos seus PGRSS sistemas de identificação, tais como: inventários de resíduos, identificação de processos geradores e normas de procedimento, tendem a registrar menores quantidades de resíduos químicos, ou mesmo nenhum resíduo nessa categoria, embora realizem, em linhas gerais, os mesmos processos que os demais. Sem a devida identificação esses resíduos são classificados como comuns ou infectantes e receberão destinação incorreta, no sistema de limpeza urbana ou em aterros clandestinos.

O desenvolvimento tecnológico na produção de bens e serviços gerou um impasse que hoje se apresenta como o desafio da sustentabilidade e da superação dos graves problemas ambientais e sociais da atualidade. Um dos aspectos mais graves dessa questão é o crescimento dos níveis de contaminação ambiental por produtos

químicos disseminados por quase todo o planeta e que se evidencia na poluição das águas, do solo e do ar pelo lançamento irregular de efluentes e emissões ou disposição de resíduos tóxicos. Reverter a forte tendência de agravamento dessa situação requer esforço e mobilização tanto dos setores produtivos como dos governos e da sociedade na articulação de soluções que envolvem mudanças de comportamento, de valores e de prioridades.

Os exemplos que discutimos sugerem deficiências do gerenciamento de RSS nos hospitais analisados apesar de muitas das questões emergentes referentes à gestão de materiais e processos já estarem presentes, ainda que em forma embrionária. Podemos destacar o início de desenvolvimento de novos fluxos logísticos como a logística reversa de produtos pós-consumo e as logísticas de destinação e reciclagem de resíduos e as tentativas de envolvimento de fornecedores e fabricantes na divisão das responsabilidades e no desenvolvimento de soluções conjuntas.

Por outro lado, fica claro que grande parte dessas mudanças decorreram diretamente de pressões econômicas e legais e ainda se limitam a atitudes reativas. Mudanças em maior profundidade ainda dependem da valorização dos aspectos ambientais e da disseminação desses valores por toda a sociedade.

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REVERSE LOGISTICS OF DANGEROUS CHEMICAL WASTE IN SÃO PAULO HOSPITAL'S

by Orlando Cattini Junior, EAESP/FGV - Professor at Production and Operation Management Department
and Vital de Oliveira Ribeiro Filho, EAESP/FGV - Masters in Management

Article in Portuguese on page 18

In this article we relate how some hospitals, in São Paulo city, handle the dangerous chemical waste generated by their diagnostics process.

1. The Problem

The 3PSP services in Health is growing in production's volume and mainly in its complexity and diversity. The Hospital assistance develops in an environment with many pressures about technical evolution and quality and diversity of the services as well – increase of medical specialties, diagnostics methods, procedures, etc. There are challenges in the ventures in health area, difficulties with structure as the competitiveness of the markets and the reduction of the profits that affects private hospitals, while the public hospitals face problems with low money.

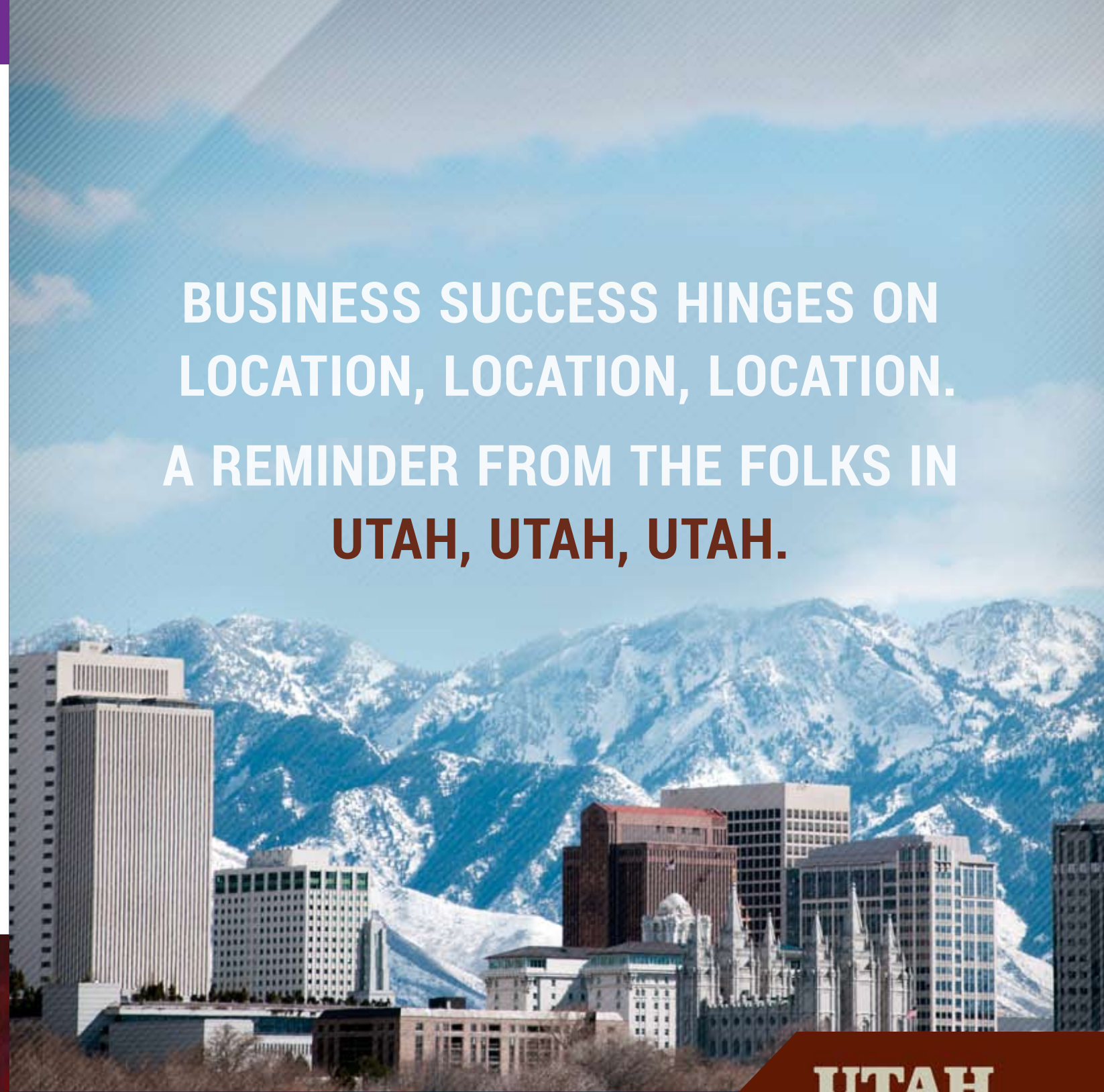
In this article we relate how some hospitals, in São Paulo city, handle the dangerous chemical waste generated by their diagnostics process. Our goal is discuss in which models and management process of the supply chain and, in a special way, the Reverse Logistics. How they are improving their process of waste management and reduction of costs, as well as converting in environmental marketing and following legal requirements. Even recognizing that the use of Reverse Logistics in Brazil is one small practice structured and sometimes informal,

we consider that some studies have highlighted the advantages of a systemic approach, where the generation of waste, in any part of the chain, is understood as part of the production process.

Analyzing the management waste plans of 20 hospitals in São Paulo, we notice that only six of them demonstrate the proper types of dangerous chemical waste generated by them. On the contrary what happens with the usual RSS (Waste of Health services), every type of chemical waste has been originated from one specific process, considering the chain of products and services involved in its generation; as an example: waste of radiology sector, pharmacy or clinical analysis laboratory. Our goal in this article is not to deepen the analysis of each one of these chains, but to discuss general aspects of the management as health chemical waste, with emphasis in the perspective and conditioning of the supply chain and reverse logistics as tools that make possible solutions to reduce the costs and environmental impacts and contributes to make the production and consumption more sustainable in the hospital sector.



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2. Rating and Risks of Waste in Health Services

The Hospital Assistance is an active potential polluter in many ways. However, the solid waste generated in the hospitals and other similar establishments, have been highlighted by environmental authorities, motivating the creation of specific regulations as resolutions of (“National Council of Environment”) National Sanitary Surveillance (RDC 33/2003). Although these conclusions prioritize the regulation of infectious waste, specifically in health services, the deepening of studies to classify RSS (Waste of health services) highlights the importance of another group within it: the ones who offer risks in chemical nature. Although generated in less quantity, the RSS (Waste of health services) represents more risks to the environment.

The solid waste generated by health services was grouped following their own regulation and they are called RSS – Health Services Waste.

The quantity of waste is generated in variable quantities because of the complexity of the developed process in the health area and as the activities made in the hospitals as well. Although, it reflects the composition of waste in quality and quantity and it depends on the technology and resources available. In this way the same product or service can involve the generation of different kinds of waste following the production way, the technology and material used on it as an example: if the process is realized manually or automatically, it uses disposables or reusable or if the technology used is older or not.

The main criteria used in the classifications is the type of risk that each group represents. There is (in a simple way) 4 main groups of RSS(Health Services Waste):

Group A (GA)	Infectious Waste
Group B(GB)	Chemical Waste
Group C(GC)	Radioactive
Group D(GD)	Common Waste

The first three are waste that requires special care and the 4th follows recommendations equivalent to waste domiciles. According to the framing of the waste in a risk group will be defined the security measures in their handling and the alternative treatments and final disposal and legally accepted.

The waste GB – Chemicals - are certainly that ones that present more of a diversity of risks. Included in this group are toxic waste, inflammable waste, reactive or explosives and chemical waste. The toxic wastes have a big potential of environmental contamination involving loss for the human health and other animals. The inflammable, reactive or explosives further the environmental risks; they require more care to prevent accidents in the stockpiling and transportation. As medicines expire, the main risk is their inappropriate use, involving illegal commercialization. In some cases as chemotherapy can show, offers risks in their handling and environmental contamination.

3. Rules of Reverse Logistics

The Reverse Logistics is considered by many people only one resource to return goods to the manufacturers in recalls or because of warranty defects. Another mode of reverse logistics has been the return of the packages or recipients returns when reverse logistics offers an economic option.

None of these traditional enforcements search for better sustainability in the production process or consumer process.

The Reverse Logistics Association (<http://www.rla.org/>), one association without profit funds that congregates professionals and professors in the industry and has

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There’s an environmental dark side to this burgeoning consumer culture. Technology mobile technology in particular has a fast-burn life cycle that reduces powerful, must-have devices to near-useless relics within a few years. But because many old electronics are rich in certain metals, like copper and gold, they’re too valuable to throw away, especially in a society where the annual median income is still only \$1,500 (U.S.).

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Thompson Falls To Hold Countywide E-Waste Pick Up

11 July 2014 – In an effort to keep the community as green as possible, Thompson Falls will be holding a countywide used electronics pick up.

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the mission to educate and inform RL professionals around the world, and all industries, about the reverse logistics process, defines Reverse Logistics and all activities associated with a product/service after the point of sale, the ultimate goal to optimize or make more efficient aftermarket activity, thus saving money and environmental resources.

Based on this vision, we can identify the following activities as part of Reverse Logistics scope:

- 1) Goods returns processing because of damages, seasonality, recall and so on
- 2) Recycling of materials and packages
- 3) Repair and remanufacturing or product's renovation
- 4) Disposal of obsolete equipments
- 5) Dangerous or Hazardous products program
- 6) Recovery of assets

Figure 1, there is the relation of activities and processes in Reverse Logistics:

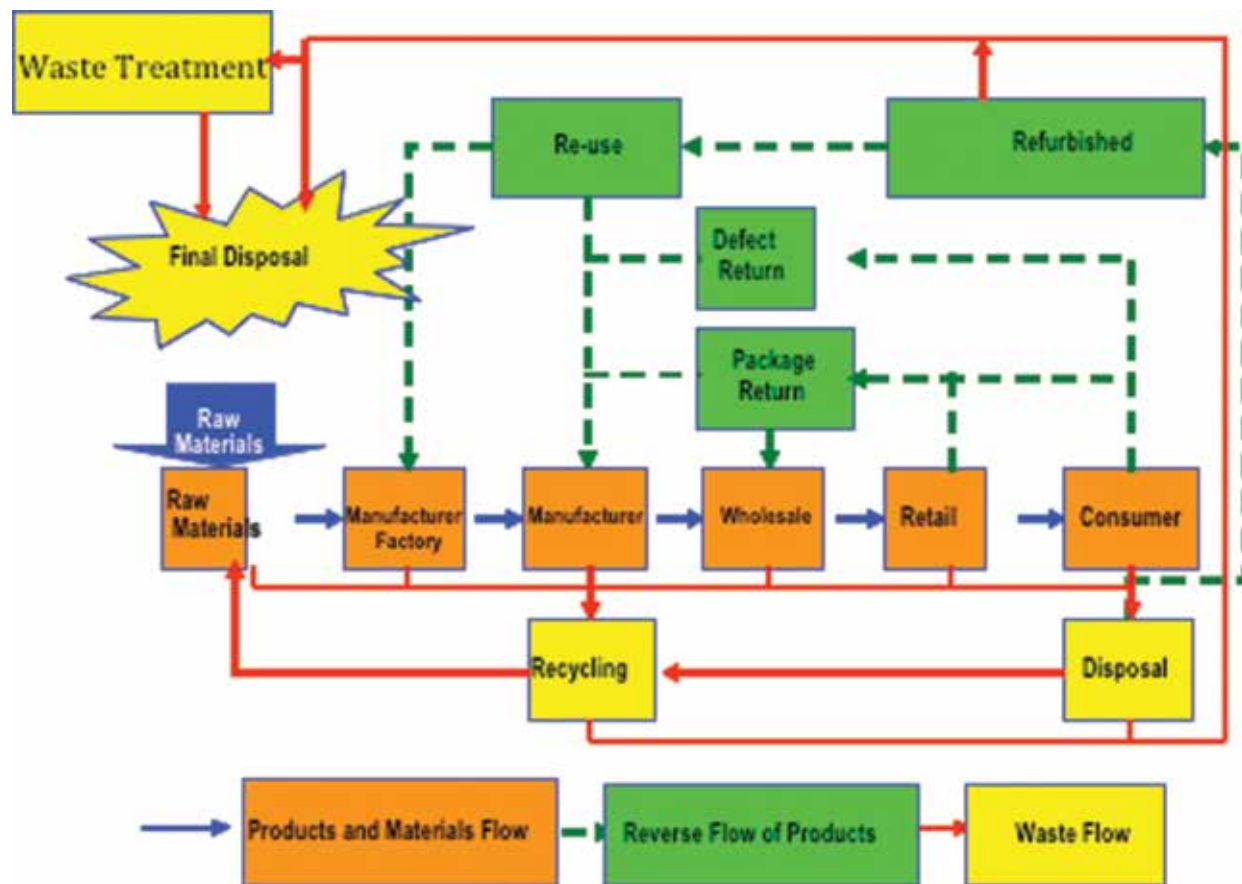
4. Analysis of the situation

There are no indicators that have an evaluation of the environmental impacts by the RSS and there are some difficulties to development studies about the problems generated by management the RSS (in its generation, transportation and final disposal stages)

Between April of 1999 to November 2001, the Environmental Secretary of São Paulo City developed one pilot project with the implementation of the PGRSS (Plan of Waste Health Services Management) that involves about 20 hospitals. This project was supported by the law SMA 102/99, created specifically to define the criteria of the PGRSS((Plan of Waste Health Services Management).

The first group was defined by aiming the acquisition of one example of generation conditions in RSS ((Waste of health services) in hospitals in São Paulo City. For the composition of these groups, 12 hospitals had been selected (middle public and middle private). Each of these were chosen at random, within a list of all the city

Figure 1



Turn Green into Gold

"Paying attention to the environment is not just good for nature, it's also good for the bottom line."

Tabela 1: Total sample of hospitals beds in São Paulo City

Criteria	Group	SP city	Participation of the group in the city
Number of Public Hospitals	8	37	21.62%
Number of Private Hospitals	12	149	8.05%
Total of Hospitals	20	186	10.75%
Total of public hospital beds	3,317	9,124	36.35%
Total of private hospital beds	3,501	16,673	21.00%
Total number of hospital beds	6,818	25,797	26.43%

Tabela 2: Group composition compared to Hospital total in São Paulo City

Criteria	Group composition		Total in SP city*	
Public Hospitals	8	40%	37	19.89%
Private Hospitals	12	60%	149	80.11%
Total of Hospitals	20	100%	186	100.00%
Total of public bed hospitals	3,317	48.65%	9,124	35.37%
Total of private bed hospitals	3,501	51.35%	16,673	64.63%
Total number of bed hospitals	6,818	100%	25,797	100.00%

*Source: IBGE - Pesquisa de Assistência Médica Sanitária (AMS)

hospitals. Two of them in any size (small, medium and big ports) based on the number of beds.

One second group of 8 hospitals were chosen to present the PGRSS (Plan of Waste Health Services Management) due to denounces or complaints shown by the Cleaner Department of São Paulo's municipality (PMSP).

Conforme podemos observar na Tabela 1, a amostra analisada abrange 10,75% dos 186 hospitais em operação na Cidade de São Paulo e cerca de 26,43% dos leitos disponíveis.

Table 1, the example analyzed covers 10.75% of 186 hospitals in São Paulo's City and about 26.43% of the disposable hospital beds.

The names, localization, and other information that

shows the hospital's identification was omitted.

To facilitate the reality of this study, the Chemical RSS was divided into four subgroups.

The simplified classifications adopted was developed based on the Technical Regulation proposed by RDC 33/2003 of Anvisa (Anvisa, 2003) that originally adopts 8 subgroups. We should consider that the Anvisa resolution was not publicized yet in the time that the assessed made their PGRSS ((Plan of waste health services management). The classification that we used are presented in the table 3 :

Results

Table 4 presents the distribution of the units as the level that they were classified. By the column that presents the average proportion of chemical waste in the total RSS

Table 3 : Main groups of Chemical RSSs

Simple Classification	Anvisa's classification	Description
Medications	B1, B2 e B3	Expired medicines
Sanitation	B4	Sanitizes, disinfectants, chemical sterilization
Heavy Metals	B5 e B6	X-Ray , thermometers, flourescent bulbs, and batteries
Reactants	B7 e B8	Laboratory Reactants ,solvents, colors, acids, grease and other chemical dangerous products

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Table 4 : Classification of hospitals by level of Chemical RSS and comparing with the average generation of the waste

Identification's Level	Number of Units		Average of RSS / Total of RSS
Not informed	5	25%	0.00%
Partial	9	45%	.40%
Detailed	6	30%	1.69%
Total of hospitals	20	100%	.61%

generated, we can see that the units where the group B was identified, the average involvement of chemical waste was higher. The results strengthen the hypothesis of the hospitals that have not included in their PGRSS systems as identification, as : waste inventory, process generator and procedures or rules tends to register smaller quantities of chemical waste or even nothing in this category (although they realize the same process as the others). Without the identification this kind of waste are classified as common waste or infectious and they will receive the wrong destination in the cleaner urban system or in not legal landfills.

The technological development in production of goods or services generated one deadlock that today represents a challenge for sustainability and to the overcoming of serious environmental and social problems. One of the more serious aspects of these questions is the growing of environmental contamination levels by chemical products widespread for all the planet mainly in the water, soil and air by the releasing of effluents and emissions or disposal of toxics waste. Reverse this strong aggravation tendency requires effort of the mobilization of the production sectors, governs the society to find solutions that involves behavior, changing values and priorities.

The examples that we discuss suggests deficiencies in the management of RSS in the hospitals despite many other questions referring to the management of materials

and processes that already exists even in the embryonic form. This is the beginning of the development of new logistics flows – Reverse Logistics Chain and recycling of the waste . Involving manufacturers and suppliers with their responsibilities and solutions

On the other hand, a clear part of this changing passed directly because of economic or legal pressures and are limited by reactive attitudes. It also still depends on the increase in value of environmental aspects and dissemination of these values to the all society.

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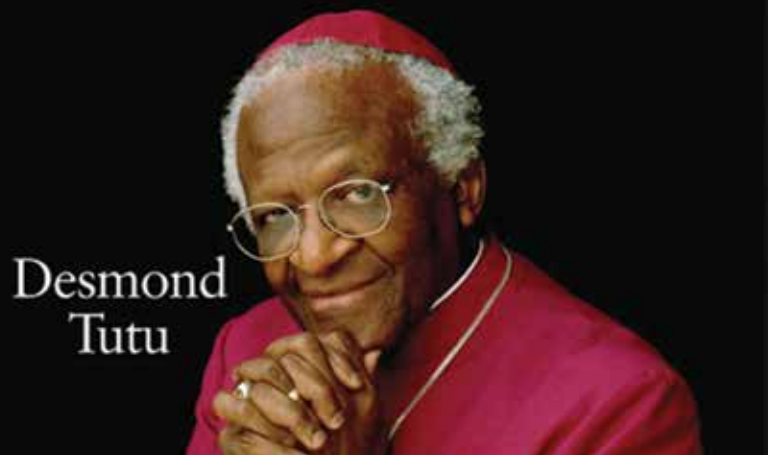
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Estratégias de Otimização de Inventário

Perguntas e respostas com Omur Bagci, diretor de serviços globais de ReSolve, uma filial da Arrow Electronics

by Omur Bagci

Article in English on page 38

Como líder de indústria da cadeia de abastecimento inversa, Omur Bagci é um especialista em redução dos riscos e ajuda os produtores e distribuidores a maximizar recompensas dentro da cadeia de abastecimento. Especificamente, ele tem décadas de experiência na forma como as empresas podem otimizar peças reservas de inventário para serviços de estoque, produtos devolvidos ou sujeitos a reparações. Nesta entrevista, Omur Bagci vai discutir como a gestão os riscos de inventário e o uso de princípios podem reduzir o risco de acúmulo de estoque e otimizar o serviço de gestão de reservas.

RLM: *Omur, um número crescente de empresas parecem estar empregando estratégias de relocação de bens. Por que a gestão da cadeia de fornecimento é um problema para os fabricantes de tecnologia?*

OB: O serviço da cadeia de abastecimento é complexa e muitas vezes confusas. Tipicamente, um OEM não tem recursos apropriados e necessários para dinamizar o processo total. Empresas visionárias estão compreendendo o valor que pode ser capturado por nova ou maior eficiência de ganhos adicionadas aos processos em vigor. Este valor potencial resultará em maior níveis de satisfação do cliente, oportunidades para evitar custos, e aumentar lucros. A ineficiência da gestão reversa da cadeia de abastecimento estão custando alguns fabricantes de tecnologias milhões de dólares a cada ano. A maioria dos OEMs não possuem banda larga para desenvolver e executar as melhores práticas para otimizar o processo reverso da cadeia de abastecimento.

RLM: *Entendemos que a gestão de serviços de inventário de reservas é uma constante luta. Qual é a*

mais comum armadilha que OEMs encaram diante a gestão da reservas de serviço?

OB: Tradicionalmente, para evitar o enfrentamento de falhas de inventário e clientes insatisfeitos, os fabricantes de tecnologias normalmente se encontram errantes ao lado da cautela por manter uma ampla quantidade de inventário de reservas para serviços. Infelizmente, esta estratégia muitas vezes deixa as empresas com um inventário excessivo e necessário uma vez que o apoio de garantia para uma determinada plataforma deixa de ser exigida. A situação muitas vezes acaba com a necessidade de liquidar inventários não usados, em grande descontos no mercado aberto. Este é um assunto arriscado por muitas razões, sendo a mais óbvia a liquidação de excesso de inventário a descontos excessivos, causando a empresa a assumir prejuízos desnecessários a linha de fundos enquanto o inventário não foi necessário no primeiro lugar. ReSolve recomenda a adotar um plano personalizado de metodologia de tendência para tratar desta questão.

RLM: *Então o primeiro passo é o planejamento de tendência. O que isso implica, e como é que se relaciona reservas de serviço?*

OB: Em vez de um sistema de planejamento tradicional que toma longo-prazo de posições de inventário, o planejamento de tendência é a prática que concentra em operações que criem valor apenas para o consumidor final. É uma prática que se baseia no fluxo contínuo de princípios e economias de escala. O objetivo deste fluxo é garantir que as partes movidas através da cadeia de abastecimento são movimentadas quando e onde são necessárias. O resultado é a simplificação do serviço da cadeia de abastecimento e maior eficiência na integração



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análise e testes para o processo de retorno para identificar materiais e componentes que não sejam apenas NTF mas que obedecem rigorosas especificações do fabricante, os materiais podem ser inteligentemente reintroduzido ao serviço da cadeia de abastecimento e gerar importantes economias de custos.

Parceiro para a cadeia reversa de abastecimento que vai oferecer ao prestador de serviços uma verdadeira estratégia, a metodologia e instrumentos para executar tal programa. Isso permitirá que o prestador de serviços se concentre nas suas áreas específicas de competência própria. E um programa de estratégia de reatribuição de bens irá abordar e ajudar a mitigar os riscos associados com o carregamento excessivo de inventário.

De modo geral, os principais benefícios realizados são provenientes do dinheiro poupado na redução dos níveis de inventário de reservas para serviço, enquanto mantendo níveis de satisfação do cliente, e reduzindo os custos de reciclagem e liberando rendas que já não é necessária para obter novos componentes.

RLM: *Agora, para estratégias mais específicas sobre otimização de inventário. Quais são as ofertas de uma cadeia de abastecimento especialista?*

OB: Inventário otimizado é a prática de tomar dados chave e analisá-los para garantir que a quantidade certa de inventário esteja disponível nos seus devidos lugares no momento certo. Isso depende da presença de um sistema de planejamento de tendência eficiente. Medidas é também um fator chave. Medidas frequentes permitem que estes dados chave sejam constantemente avaliados e ajustados.

Otimizando inventários excedentes através de um parceiro da cadeia de abastecimento para um programa de reatribuição de bens, o peso da responsabilidade do inventário é retirado das empresas de tecnologia e transferidos para especialistas reverter a cadeia de abastecimento usando estratégias para gestão do inventário.

RLM: *Quais serviços específicos terão impacto no lucro final?*

OB: Penso que existem três estratégias de otimização que se destacam em particular por seu impacto sobre o lucro final. Em primeiro lugar é identificação do produto – classificação, testes e restauração. Em Segundo é a reconciliação e reportagem, e por último é a satisfação inversa.

do processo de otimização do inventário total da empresa. Em reservas de serviço, a necessidade de cumprir de serviço, inventário e requisitos de compra de último-tempo tem inflado os níveis de inventários. O planejamento de tendência pode reduzir a pressão de carregar inventários excessivos e pode eliminar o risco de requisitos de compras de última hora.

Entre outras coisas, o planejamento de tendência pode prover o ambiente de reservas de serviço com entregas práticas a tempo, visão compenetrada do mercado e técnicas inteligentes de obtenção de componente de inventário.

RLM: *Quais técnicas inteligentes de obtenção é recomendada para as reservas de serviço?*

OB: A obtenção inteligente começa por analisar canais alternativos na cadeia de suprimentos que são muitas vezes negligenciadas. Por exemplo, a cadeia de abastecimento reversa vem recebendo com frequência materiais plenamente funcionais de volta para suas facilidades, produtos retornados por consumidores e depósitos de serviços de retornos. A nossa experiência tem sido que um percentual significativo de tais materiais ou componentes são encontrados na categoria “defeito não encontrado” (NTF) e estão em boa condição de trabalho. De forma a introduzir um rigoroso processo de

RLM: *Poderá nos dar um resumo de cada um ?*

OB: Certamente. Identificação de produto contribui para definir a qualidade e restrições dos produtos, que informa as tarefas necessárias para maximizar o valor do produto por meio de testes e renovação de certificados as normas ODM ou OEM . Reconciliação e informação são importantes porque dá aos especialistas a capacidade de conciliar os produtos em qualquer fase do ciclo de vida, graças a relatórios de tempo real. Por último, satisfação inversa traz excessos de inventário ou retorno de clientes de volta a cadeia de abastecimento para reservas de serviço.

Na realidade, empregando qualquer uma das estratégias mencionadas. A questão de excesso de inventário irá melhorar. Estas ofertas irão ajudar organizações a reduzir a responsabilidade de inventário, maximizar os ganhos e reduzir custos operacionais- tudo enquanto mantendo a satisfação do cliente todos.

RLM: *Omur, sabemos que o senhor tinha formalmente a Converge, a qual agora se tornou ReSolve. O que é ReSolve?*

OB: Você está certo. Como uma filial de Arrow Electronics, o nome Converge ganhou um novo significado. Arrow expandiu seus serviços da cadeia de suprimentos para acompanhar o crescimento das necessidades de seus clientes, que sob a marca Converge terão acesso ao extenso componentes electronicos e serviços de distribuição que temos fornecido por mais de 30 anos. Com ReSolve, a antiga divisão para fornecer

soluções em reversa da Converge tem crescido em um novo segmento focante estritamente em soluções de logística reversa. Sobretudo, a ReSolver oferece gestão de logística reversa para as empresas de todo o mundo induzidas por tecnologia, oferecendo serviço para poupar preocupações de inventário, gestão de produtos devolvidos, e a inteligente redistribuição de bens.

RLM: Muito obrigado pelo seu tempo!

OB: O prazer é meu!



Como o líder da equipe de serviços globais da ReSolve, Omur Bagci é responsável por assegurar a implementação, execução e a expansão do serviços estratégicos ReSolve. Ele desenvolve soluções para reservas de serviço e a gestão de produtos devolvidos que reduzem a necessidade de

excesso de inventário e ajuda as empresas a recuperar o valor de produtos retornados. Omur previamente desenvolveu soluções para o processo reverso da cadeia de abastecimento sob a Converge pelos últimos 12 anos e trabalhou na Alliance Consulting Group. Omur possui diploma em física e experiencia em física computacional. Omur previously developed reverse supply chain solutions under Converge for the past 12 years and has worked at Alliance Consulting Group. Omur holds a degree in physics with a background in computational physics.

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Inventory Optimization Strategies Q&A with Omur Bagci, Director Global Services at ReSolve, a subsidiary of Arrow Electronics

by Omur Bagci

Article in Portuguese on page 34

As a leader in the reverse supply chain industry, Omur Bagci is an expert on risk mitigation and helps manufacturers and retailers maximize reward within the supply chain. Specifically, he has decades of experience in how companies can optimize spare parts inventory for service supply and for product returns and repairs. In this interview, Omur Bagci will discuss how inventory risk management and use of lean principles can reduce the risk of overstock and optimize service spares management.

RLM: *Omur, an increasing number of companies seem to be employing asset reallocation strategies. Why is managing the supply chain such an issue for technology manufacturers?*

OB: The service supply chain is complex and often confusing. Typically, an OEM does not have the proper, dedicated resources needed to streamline the overall process. Forward-looking companies are realizing the value that can be captured with new or increased efficiencies added to processes currently in place. This untapped value will result in greater customer satisfaction levels, cost avoidance opportunities and increased revenues. The inefficiencies within the reverse supply chain alone are costing some technology manufacturers millions of dollars each year. Most OEMs just don't have the bandwidth to develop and execute best practices to optimize the reverse supply chain.

RLM: *We understand that the management of service spares inventory is a constant struggle. What is the most common pitfall OEMs face in managing service spares?*



OB: Traditionally, to avoid facing inventory shortfalls and ultimately unhappy customers, technology manufacturers usually find themselves erring on the side of caution by keeping an ample amount of service spares inventory on hand. Unfortunately, this strategy time and time again leaves companies with excessive inventory positions that are just not needed once warranty support for a particular platform is no longer required. The situation often ends with the need to liquidate unused inventory at great discounts in the open market. This is a risky proposition for many reasons, the obvious one being that liquidation of excess inventory at steep discounts is causing the company to incur unnecessary losses to its bottom line when the inventory was not needed in the first place. ReSolve recommends adopting a customized lean planning methodology to address this issue.

RLM: *So the first step is lean planning. What does this involve, and how does it relate to service spares?*

OB: Instead of a traditional planning system that takes long-term inventory positions, lean planning is the practice of focusing on the operations that create value for the end consumer only. It

is a practice that is based on continuous flow principles and economies of scale. The purpose of this flow is to ensure that parts moving through the supply chain are shifting when and where they are needed. The result is a streamlined service supply chain and more efficient integration of the inventory optimization process within the overall company. In service spares, the necessity to meet service, inventory and last-time buy requirements has inflated inventory levels. Lean planning can reduce the pressure to carry excess inventory and can eliminate the risk of last-time buy requirements.

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Among other things, lean planning can provide the service spares environment with just-in-time delivery practices, market insight and intelligent sourcing techniques for component inventory.

RLM: *What intelligent sourcing techniques do you recommend for service spares?*

OB: Intelligent sourcing begins by looking at alternative channels often overlooked in the supply chain. For example, the reverse supply chain is often receiving fully functional materials back into its facilities from consumer product returns and service depot returns. Our experience has been that a significant percentage of these materials or components within what is known as “no trouble found” (NTF) are in good working condition. By introducing a rigorous testing and screening process into the returns process to identify materials and components that not only are NTF but meet strict manufacturer specifications, the materials can be intelligently reintroduced back into the service supply chain, providing significant cost savings.

To accomplish this, I recommend employing a reverse supply chain partner that will offer the service provider a proper strategy, methodology and tools to implement

such a program. This will allow the service provider to focus on its own particular areas of expertise. And a strategic asset reallocation program will address and help mitigate the risks associated with carrying excess inventory.

Overall, the major benefits realized come from the money saved by reducing service spares inventory levels while maintaining customer satisfaction levels, reducing recycling costs and freeing up revenue that is no longer needed to procure new parts.

RLM: *Now, on to more specific inventory optimization strategies. What are the offerings of a supply chain specialist?*

OB: Optimized inventory is the practice of taking key data points and analyzing them to ensure that just the right amount of inventory is available in the right places at the right time. It depends on the presence of an efficient lean planning system. Measurement is also a key factor. Frequent measurement allows for these data points to be constantly evaluated and adjusted.

By optimizing excess inventory through a supply chain partner’s asset reallocation program, the burden of inventory liability is removed from technology companies and transferred to reverse supply chain specialists that have strategies designed to address inventory management.

RLM: *What specific services will impact the bottom line?*

OB: I think that there are three optimization strategies in particular that stand out for their impact on the bottom line. First is product identification – classification, testing and refurbishment. Second is reconciliation and reporting, and last is reverse fulfillment.

RLM: Can you give us a quick summary of each?

OB: Sure. Product identification helps to define the product’s quality and restrictions, which informs the tasks necessary to maximize a product’s value by testing and recertifying it to ODM or OEM standards. Reconciliation and reporting is important because it gives specialists the ability to reconcile products at any stage in the life cycle, thanks to real-time reports. And finally, reverse fulfillment brings the excess inventory or customer returns back into the supply chain for service spares.

In reality, employing any of the strategies I’ve mentioned earlier will improve a company’s excess inventory

issue. These offerings will help organizations to reduce inventory liability, maximize revenue and reduce operational costs – all while maintaining customer satisfaction.

RLM: *Omur, we know you were formerly Converge, which has now become ReSolve. What is ReSolve?*

OB: You’re right. As a subsidiary of Arrow Electronics, the Converge name has taken on a new meaning. Arrow has expanded its supply chain services to meet the growing needs of customers, and under the Converge brand will have access to the extensive electronic components distribution services it has been providing for over 30 years. With ReSolve, the former reverse supply solutions division of Converge has grown into a new segment focusing strictly on reverse logistics solutions. Overall, ReSolve offers reverse logistics management for technology-driven companies around the world, providing worry-free service spares inventory, product returns management, and the intelligent redeployment of assets.

RLM: *Thank you for your time!*

OB: My Pleasure.



As the leader of the ReSolve global services team, Omur Bagci is responsible for ensuring the implementation, execution and expansion of ReSolve’s strategic service offerings. He develops customer solutions for service spares and product returns management that reduce the need for excess service inventory and help companies recover value from their return products stream. Omur previously developed reverse supply chain solutions under Converge for the past 12 years and has worked at Alliance Consulting Group. Omur holds a degree in physics with a background in computational physics.

Reverse Logistics Terminology by Industry

Industry Definition		REVERSE LOGISTICS	Life Cycle Management
INDUSTRY	TERMINOLOGY		After Purchase Life Cycle
Apparel	Merchandise Returns	E Q U A L S	<ul style="list-style-type: none"> •Customer Service (helpdesk) •Depot Repair/ReMan •Service Logistics (Field Service) <ul style="list-style-type: none"> –Transportation/Warehousing –Spare Parts Management –RMA Management –Replacement Management •Refurbishment •Screening/Count Auditing •End-of-life Manufacturing •Remanufacturing •Fulfillment Services •IT Process Management •Recycling •Scrap/Waste Management •Gray/B Channel Management •Warranty Management •Asset Management •Sustainability •Environmental Resources
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		



Logística Reversa - Grupo Pão de Açúcar

by Felipe Ortiz, Coordenador em Logística Reversa, Grupo Pão de Açúcar

Article in English on page 44

A Logística Reversa do Grupo Pão de Açúcar, pensa cada vez mais na disposição final apropriada de seus produtos e resíduos de forma que estejamos preparados à todas as obrigações da PNRS (Política Nacional de Resíduos Sólidos) e também para adicionarmos valor à nossa cadeia reversa.

No último ano, nós destinamos adequadamente mais de 550 toneladas de todo tipo de resíduo. Estes foram destinados para incineração, reprocessamento ou reciclagem. Desta forma, o Grupo Pão de Açúcar mostra sua preocupação em gerenciar tudo o que passa pela sua cadeia (desde os fornecedores até a destinação correta dos resíduos), prevenindo que produtos sejam enviados de forma inapropriada para aterros, lixões, etc, que causaria um impacto ambiental irreparável.

Cada central de distribuição, faz doações de aproximadamente 300 itens com pequenos defeitos na

embalagem (mas boas para consumo), totalizando mais de 208 toneladas de produtos doados em 2012.

Estas doações são feitas para instituições da comunidade ao redor da central de distribuição

Além disso, mais de 45 toneladas de produtos/embalagens com defeito e que não podem ser doadas (como álcool, por exemplo) são leiloadas num processo legalizado com um parceiro da companhia. Com este processo, o Grupo Pão de Açúcar consegue:

- Evitar impactos ambientais na disposição correta destes itens
- Evitar custos de descaracterização e destinação final
- Gerenciar renda e adicionar valor para a Logística Reversa.

- “Nós conseguimos 52% de redução no nosso inventário de produtos não inapropriados em São Paulo- o que gerou mais de \$ 2.5 milhões em 2012)



Felipe também salienta que, apesar de obter resultados bons, trocas estão sendo feitas e a companhia vai focar e intensificar seu trabalho em 2013 - “Nós já temos projetos em ação para termos o sucesso que temos em São Paulo em outras regiões”, ele disse.

O Coordenador do grupo, Felipe Ortiz informa que a efetividade destas ações devem ser evidenciadas quando se olha para o estoque de produtos que não podem ser vendidos.

Felipe Ortiz é formado em Logística de Armazenagem e Distribuição e possui MBA em Gerenciamento de Negócios. Ele tem 7 anos de experiência no varejo e supply chain, passando pelas áreas de Administração Logística e Transportes.



5 anos de sua carreira são dedicados à Logística Reversa. Ele é responsável pela Logística Reversa do Grupo Pão de Açúcar no tratamento de itens de mercado e merceria e também no gerenciamento logístico de equipamentos da cadeia logística / logística reversa.



Planta da Central de Logística Reversa do GPA em São Paulo



Reverse Logistics - Grupo Pao de Acucar

by Felipe Ortiz, Coordenador em Logística Reversa, Grupo Pao de Acucar

Article in Portuguese on page 42

The Reverse Logistics Group Grupo Pao de Acucar is consolidating more and more regarding the proper disposal of products and wastes in order to prepare themselves to meet all obligations under PNRS (National Policy on Solid Waste) and add more value to reverse chain.



Some figures of 2012, related to actions performed only for grocery items (underexplored therefore the focus of the market has been the electronics) and exclusively in the state of São Paulo, show a bit of this movement that, according to the company, tends to intensify more and more.

In the latter year were adequately designed more than 550 tons of this type of product / residue - that were destined for incineration or co-processing.

Thus, Grupo Pao de Acucar shows the concern in managing the fate of everything that passes through the chain, preventing products from being sent inappropriately to dumps, landfills, etc., And causing environmental impacts that may be irreparable.

Only the central distribution of the category in question, made donations of approximately 300 items with small faults packaging (but fit for consumption), totaling more than 208 tons of donated products in 2012. These donations are made to institutions that are in the community around the distribution.

In addition, more than 45 tonnes of packaging products with faults, but that can not be donated (like alcohol, for example) were auctioned through a formal process with a partner company. With this process, Grupo Pao de Acucar managed:



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Planta da Central de Logística Reversa do GPA em São Paulo

reached more than \$ 2.5 million in 2012).

Felipe also highlights that despite the already impressive results, shares are being matured and the company has focused on intensifying the work still in 2013 - "We already have projects underway to roll-out the processes that we have succeeded in SP for other regional," he said.



Felipe Ortiz graduated in Business Logistics

Warehousing and Distribution and graduate with MBA - Executive Business Management at National Graduate Institute. He has seven years experience in retail / supply chain, passing through Transportation and Logistics Adm., and five-year career

dedicated to the Reverse Logistics. He is responsible for reverse logistics at Grupo Pao de Acucar, involving the treatment of grocery items and general merchandise, as well as the management of logistical equipment throughout the chain.

- a) avoid environmental impacts to the disposal of these items,
- b) avoid the costs mischaracterization / destination
- c) generate revenue and add value to the reverse process.

Reverse Logistics Coordinator of the group, Felipe Ortiz said that the effectiveness of these actions as may be evidenced when looking at the stock of unserviceable products (not fit for sale) Company - "We have achieved a 52% reduction of our product inventory unserviceable for this category in SP - which

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.

Industry Events



RLA Conference & Expo: São Paulo 2014
 September 16-18, 2014

Reverse Logistics Workshops: 2015 International CES
 January 8, 2015

RLA Conference & Expo: Mumbai 2014
 December 10-12, 2014

RLA Conference & Expo: Las Vegas 2015
 February 2-5, 2015

2015 International CES
 January 6-9, 2015

Europe - Amsterdam
 June 14-16, 2015

Reverse Logistics in E-Commerce: A Framework to Set up A Program for your Online Store, Part 2 of 2

by Adam Robinson of Cerasis

This article concludes the two part series on setting up an e-commerce reverse logistics framework strategy so that when, as a manufacturer or distributor, you are going about perfecting or just setting up your products to sell directly to the end customer via an e-commerce channel through your website's shopping cart, you are prepared for the inevitability of returns. In e-commerce, setting up and planning on reverse logistics in e-commerce is undoubtedly a requirement. You could either go about fine tuning and perfecting your e-commerce logistics yourself, but it is highly recommended to seek out experts who have experience in not only effective logistics technology with e-commerce offerings for your freight and logistics, but also years of experience in setting up logistics management, including reverse logistics.

Reverse Logistics in E-Commerce is No Longer a HOPE to have but a NEED to Have

It's no secret that a positive experience delivered to a customer determines whether that customer will come back. This is true in pretty much any industry, but especially true in manufacturing and distribution where [collaborative relationships between suppliers and customers in a B2B setting are vital for long term success](#).

Shippers who have set up online shopping carts must enhance the user experience prior to pressing the "buy" button but also focus on the post-purchase site experience to keep customer retention metrics at satisfactory levels.

This is where many who are now shipping products used to the traditional flow of logistics vs. the reverse logistics in e-commerce that occurs with introducing an online shopping experience for customers, drop the ball. Often, once a freight shipper starts doing e-commerce logistics, they have a need to consider reverse logistics for the first time. By incorporating new strategies to optimize this process, shippers can increase customer retention and add new revenue streams to the direct business beyond the traditional brick and mortar channel.

Here are some key metrics to support the reverse logistics in e-commerce business case:

- 85% of customers say they will stop buying from a business if the returns process is a hassle (Harris Interactive)
- 95% of customers say that they will likely shop with a catalog or business again if the online returns process is convenient (Harris Interactive)
- 40% of shoppers don't buy online due to returns difficulty (Jupiter Research)
- Customers who have their complaint resolved quickly have a re-purchase intention rate of 82% (McKinsey)

The Conclusion of the Framework to Set up Reverse Logistics in E-Commerce Strategy

Reverse logistics in e-commerce are an inevitable fact of online retail. As the depth of online product categories became apparent in the last three years, the importance of setting up a reverse logistics process as part of your e-commerce logistics strategy increases as well. Provide a bad returns experience and you undoubtedly reduce



the chance of a customer coming back for a repeat purchase. Let's continue the rest of the various elements you must explore when setting up the reverse logistics part of your e-commerce strategy. Yesterday we spoke about returns policy and preparation.

Receiving

Processing returned packages is a very challenging task. The key purpose for a detailed receiving process is to issue credits or permit product exchange. The key challenge is proper identification to ensure proper matching to the original order. Since customers are managing their own returns, there is considerable variation in the labeling and contents.

Your receiving team needs to inspect and validate:

1. Who has returned the freight?
2. What goods have been received?
3. The condition of the freight
4. Does the freight match the original purchase?

Receiving is a labor intensive process. Many companies set up an "assembly line" for their team to quickly and efficiently process these inbound items. Considerable skills and training are often required in the areas of product identification and product handling rules.

The impact of good Return instructions is clearly noticeable at this stage in the reverse logistics in e-commerce process. But despite the best efforts of your company, many customers will not follow the instructions, resulting in difficulties in identification and matching to issue a prompt credit. This of course leads to unhappy customers (even though it was caused by their inability to follow simple directions).

Your return processes need to accommodate all possible exceptions quickly and effectively. The Receiving process of reverse logistics in e-commerce is full of exceptions and returned items that do not fit the standard rule set. If these exceptions are not handled quickly and effectively your receiving team has three problems:



1. The assembly line processing breaks down, since valuable time is wasted trying to special handle one item, which slows down processing for the entire team and often leads to a backlog
2. Items that need to be specially handled get set aside and delayed even further
3. Customers will call for status updates. This creates more problems since someone must spend valuable time handling the trace requests to track down the goods and issue the credit.

Poor processes lead to backlogs and a stressful working environment for your Receiving team. Good processes lead to fast turnaround times, fast credits and happy customers.

Issue Credit or Ship an Exchange Item

Once the freight has been received and validated by the receiving team, a credit can be issued or an exchange can be shipped.

Issuing credits can be very costly to your company if not performed well. Care must be taken to ensure your receiving team is properly matching the original items purchased, with the actual items returned. Since many shippers who have employed e-Commerce strategies have big gaps in their receiving processes, items often go missing. As a result, the customer service people at are often instructed to issue un-validated credits upon customer request because they have no way of verifying if the customer really did return their freight.

Good receiving and credit processes can significantly reduce the workload for your customer service personnel who handle the status update calls and emails from customers looking for their credits.

Inspection and Sorting for Reverse Logistics in E-Commerce

The main purpose of inspection and sorting is to stream the returned items to the path of highest selling price or recovery value. This process is often combined or is attached to the receiving process since it is a logical next step while the inbound goods are being handled.

At this stage, the customer goods have been received and their credits have been processed and satisfied. Now it is time to satisfy your corporate needs. This is best done by recovering the highest value possible from the returned goods.



Training and product knowledge are often important for the inspection and sorting process. It is a labor intensive process. The better your team understands the products, the faster they can make decisions on how to process the products and the greater the likelihood of them capturing a higher recovery for that item.

Processing the returned items is often set up in an assembly line format to enable easy separation of the product as it flows to the next stage. Processing is very dependent on the type of products being handled. Depending on the volumes you need to handle, several stages may be required to streamline the processing. Often similar products or items requiring similar processing are physically streamed and consolidated until there is enough volume to move it to the next stage (i.e. when a pallet is full). Sometimes tests or test equipment is used to determine how to stream an item.

Each returned item is often given a unique identification tag for tracing and gather statistics on processing and disposition.

Products can be streamed according to their final destination, such as:

- Restock – unopened boxes can go straight back to new inventory
- Repackaging for sale – open box goods in “as new” condition that can be resold on the e-Commerce site
- Return to Vendor – to be returned to the original

vendor where they were purchased for credit or exchange

- Disposition – items that have value, but will not be re-sold at the e-Commerce site
- Scrap – damaged or obsolete goods

Asset Recovery

Even though the customer did not want keep the goods, these returned items need to be viewed as “assets”. An asset has value and can be sold. The challenge is to find or recover the highest value for each item.

In order to recover the highest value, these returned “assets” are often handled as follows:

- Restock – little loss of value if processed quickly and the product is still current
- Repackaging for sale – open box goods in “as new” condition can often be sold in a “clearance” area of your e-Commerce site or moved to a local “bricks and mortar” branch. These “B” goods are often sold for slightly less than retail, but often higher than original cost. This is often the best channel for these goods since handling is minimized, and turnaround time is quicker.
- Return to Vendor – defective goods, warranty issues or vendor agreements often allow for return of goods. This channel often means you will recover full cost of the items, but the cost of handling must be considered. For instance if the goods are not defective, it may be more prudent to sell the goods for cost plus a margin on your site.
- Disposition – Freight that you do not wish to resell on your site, often still hold considerable value. A number of great disposition sources and services now exist for just about any products in any condition.
- Scrap – almost nothing is scrap anymore. If you have a lot of it, someone is usually willing to buy it from you.

Careful attention to rapidly processing, sorting and resale of your returned “assets” is one of the best opportunities for profit in your reverse logistics in e-commerce operations.

Outsourcing your Reverse Logistics and E-Commerce Logistics

Many shippers do not view the handling and processing of reverse logistics in e-commerce or reverse logistics

in general, as a core competency. A number of companies have outsourced partners in one or more of the key Reverse Logistics areas such as transportation management, returned goods processing, [e-commerce logistics technology](#), and services such as freight claims, accounting, and carrier relations.

It is important to understand the processes you need before you outsource, so you can define what needs to be done, how it needs to be done and how to measure success so you are able to effectively choose which partner can best fit your needs. Use [our handy 3PL checklist to understand your needs as a shipper](#).

“Returning” to Profitability

Reverse Logistics in e-commerce is a newly emerging area that is just starting to get the attention of senior management and shipper executives who are looking at or have already implemented an e-commerce channel.

It is highly likely that your company has significant challenges in this area. Do not be afraid, you are not alone. (They do not even teach courses on Reverse Logistics in school yet). This is a “New Frontier” and should be viewed as an excellent opportunity to improve your corporate profitability.



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.

PRODUCT LIFE CYCLE

Supply Chain

AfterMarket Supply Chain

FORWARD LOGISTICS

REVERSE LOGISTICS

New Product Development

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

Material Management

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

Manufacturing & Distribution

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

END USER • RETAILERS • RESSELLERS

AfterMarket Customer Service

- 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



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8 Questions You Should Ask About Support before Buying Field Service Management Software

by Leah Merrill



If you are a field service business, you know how crucial good customer service is to your company. You expect good customer support in the same way that your customers expect good service from you. When you're looking for a [field service management software system](#), the vendor that you choose should be the same—they should be able to deliver high levels of support, because that's what you need to run an effective business.

But is it even possible to determine whether or not the software company can provide the type of customer support that you need if you haven't purchased the system yet? As you're narrowing down the list of potential software vendors, here are some must-ask questions to find out if their customer support will live up to your expectations:

1. What type of support do you get when you purchase the software (phone, email, etc.)?

Lots of solutions offer all different types of support: phone, email, online training, onsite training, online chat, and customer support forums. Some solutions offer all of these; some only offer a few, so make sure you know what type of support is available to you.

2. Are there any extra charges for the support?

Oftentimes certain types of support are free and included in the package that you purchase, but sometimes you have to pay extra for the support. Find out what is free and what you have to pay extra for, otherwise you could get hit with big support costs. This is why you need to make sure you know exactly what you'll be getting.

3. Is live support an option?

Having your software provider come onsite for live assistance and training can bring you huge benefits, like more personalized assistance, clearer explanations, and a more hands-on approach. If this is important to you, make sure you find out if this is possible for the software vendor that you choose.



4. What are the operating hours?

For your business, it's crucial you receive immediate assistance whenever there's a problem, so it might not work if you go with a system that only has support between certain hours. Identify how strong your need is for 24 hour support, and then do your research to find out if the systems you're looking at can meet that need.

5. Where is the support team located?

See if the system you choose has a support team that is close by, as having a support team that is close to you means they are in the same time zone, and that they can



come onsite to help you out if need be. Often software companies will travel for onsite training, but they may charge extra for the travel costs—this means that the closer your vendor is, the cheaper the overall cost will be.

6. How long does it take on average to respond to issues?

If you have an urgent time sensitive issue, you need to know that the support team is on it and there is a quick turnaround. Do some research and ask the vendor how long it takes them to resolve problems. If their average turnaround time is too long, you might want to look at a different solution.



7. What kind of support is available online?

Sometimes you just need to look something up quickly and do a bit of research without having to contact a customer support representative. Many vendors have FAQ pages, customer forums, and help desk chat options where customers can post issues, feedback, and answers to questions.

8. Is a designated support representative assigned to each customer?

Find out if you will have one point of contact for customer support who will manage your account and help you with all of your issues, or if you just submit a support ticket and it is taken care of by any person on their support team. Often it is preferable to have the same person managing your account, as they will be familiar with your past issues and questions and have knowledge of your support history, which translates into more efficient service.

Know of any more questions to ask vendors about support? Add them in the comments below!



Leah Merrill is a Software Analyst for Capterra, where she specializes in helping field service professionals find field service management software. When she's not helping businesses find the right software on the Capterra Field Service Management Blog, you'll find her

reading, writing, and spending time with her family and friends. Follow Capterra for field service management news on Twitter @CapterraFSM.



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Returning Thoughts

How to do a Quick Review of your Reverse Logistics Software Systems

by Paul Rupnow

Are your Reverse Logistics Software systems meeting the needs of your company and your customers? Here is a quick review list of some key questions that can help you understand if your systems are helping you capture some of the key opportunities provided by “Best Practice” Reverse Logistics software systems. This quick review will help you establish some of your key needs and help you understand: a.) What you need to help you process and manage your returns and b.) The ability of your current systems to help you meet your goals and take advantage of your Reverse Logistics improvement opportunities.

Reverse Logistics Goals and Opportunities

It is helpful to first establish “what are my goals” or to list “where do I feel the opportunities are to generate income, reduce costs and free up capital/cash or provided better customer service” within your existing Reverse

Logistics systems. Many of the key opportunities in Reverse Logistics revolve around:

1. Customer Service: Can I service my customers faster? Do my customers have full visibility of their return process?
2. Recapture Value: For each item I receive back into my facility, am I converting it to the highest possible value on final disposition? Am I getting my items returned and processed quickly so I can resell them for their highest value? Am I capturing all the credits possible when I can return goods to my vendors?
3. Valid and Entitled: Are all the items I am processing entitled to a warranty or credit? Are all warranties valid? Am I ensuring all credits are valid and matched to receipts?



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Webinars are FREE and available to anyone who registers for the event. These Webinars are held monthly for each Industry Committee. They are 20-30 minute presentations given by a professional in that Industry, and then the opportunity is opened up to webinar attendees to ask Questions and share information relevant to the given topic.



COMMITTEE	TOPIC	CHAIRPERSON	COMPANY
STANDARDS	Developing Standards for Food Safety and Quality during Transportation Processes	Dr. John Ryan	Ryan Systems
RETAILERS	Returns After Christmas: Challenges and Issues	Derek Palmer	Transform
LIFE SCIENCES	Life Sciences Reverse Logistics Best Practices	Gailen Vick	RLA
EUROPE	New Consumer Rights Directive and its impact on Reverse Logistics	Christophe Jeloschek	Kennedy Van der Laan
SOFTWARE SOLUTIONS	Better, Faster Returns Processing & Data Collection Part 2	Roger Levi	Intel
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BRASIL	Impactos da LRS (Lei de Resíduos Sólidos) Nos Processos Operacionais	Orlando Cattini Junior	FGV
WIRELESS TELECOMMUNICATIONS	Rechargeable Battery Handling and Transportation: What Wireless Companies Need to Know	Angelika Kluna	CLi360, Inc.
AFRICA	What is the state of reverse logistics in Africa?	Craig Plowden	Revlogs (Pty) Ltd
DATA STORAGE	Secondary Market for Drives	Tom Burnam	Western Digital
CONSUMER PRODUCTS	Finance is from Mars and Reverse Logistics is from Venus “How we can talk to each other”	Tony Sciarrotta	Reverse It Sales & Consulting



4. Reduce Inventory: Can I minimize inventory levels of: 1. Items I am waiting to receive, 2. Items I have received (Work in Process) 3. Items I have finished processing (Finished Goods), 4. Replacement Stock, 5. Repair Parts Inventory. Can I speed my Inventory Turn time? Can I avoid purchase of new goods for replacement units or parts?



5. Reduce Processing Costs: Are there opportunities to reduce my processing costs? Am I ensuring that by reducing my processing costs, I am not reducing my ability to achieve higher recapture or full vendor credits?
6. Plan: Before an item arrives at your facility, do you know exactly what plan you have to process that unit to achieve and recover the highest value, regardless of what condition it is in when it arrives?
7. Visibility: Can you see exactly the state, status and plan of any given unit in your Reverse Logistics process, even when it is being processed at one of your partners?

Quick Review Questions for Your Current Reverse Logistics Software Systems

Best Practice Reverse Logistics software systems work in conjunction with your ERP and your partners systems. In addition to helping achieve some of your goals above, a specialized Reverse Logistics software system can provide you with “Out of the Box” functionality to help you fill some of the process gaps, managing gaps or missing functionality to enhance or tie together the loose ends in your system. Some of the questions below will help you to identify opportunities:



Do you have real time visibility of each item as it is processed through all stages of your system (including the time it is processed at partner sites)?

Do you have the ability to bind together all the data from your partners in real time?

Do your customers have real time visibility of their returns? Can you make delivery time promises? Do you have the visibility and capability to resolve issues immediately?

Do you have detailed and reliable data collection at time of receiving?

Can you setup special data capture, processes and workflows for each item you receive? Does your system provide you with the opportunity to create optimal workflow to collect data, reduce labor, determine disposition, speed conversion and recapture the highest value for each item you receive?

Is it quick and easy to train your users and partners?



Can your business team setup, manage and monitor complex workflows specific to each item or family of goods you need to handle?



When you need to change processes or workflow or rules, do you have to wait for programmers to complete the changes?

Is your system strong on customer satisfaction, but not strong on “corporate satisfaction” areas, such as processing the item at and after receiving to optimize value recapture of the returned goods?

Do you spend a great deal of time creating excel spreadsheets?

Do you spend a great deal of time reconciling data?

Can your business users create instant, relevant reports?

Is it easy to integrate, capture, share or provide your partners with data?

Do you have to rely on your partners system to provide

you with the tools you need to manage your Returns? Are they adequate?

Can your system alert you of issues? Can you set up your own alerts?



Can you monitor states, workflow and costs of each item from time of request, through the receiving, triage, repair or refurbishment process and conversion to a finished good for resale?

The questions above should help you perform a quick review and assessment of your current Reverse Logistics software system and help you identify opportunities to improve your system or assess a specialized Reverse Logistics software system that can help your company save money and achieve higher recovery values on your returned assets.



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

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Reverse Logistics Talk

Project evaluators that need to contemplate governmental influences as they consider project assets, capabilities, and constraints and how it factors into a reverse logistics program.

by Jennifer Bilodeau

Project evaluators have a critical role in the planning phase of any project to develop the key objectives, scope of work, identify the functions and methods on continuous evaluation throughout the project. This will help the project manager to maintain accountability as well as forming the basis of a knowledge center to avoid weaknesses or mistakes identify key stakeholders and roles within the project in addition to planning and scheduling workload. Project evaluation beyond the



planning phase should be conducted at critical mile stones and could be completed by either internal or external sources to ensure the project is being completed on time and on budget. Evaluators weigh the financial gains or losses, as well as managing project costs throughout the program will be looking at the amount of time that will lapse before the benefits of the investment are achieved. Evaluators examine “payback periods, cash flow, and cost of any debt incurred, taxes, direct quantifiable expenses, indirect expenses, and unquantifiable costs” (Irizani, 2010).

Governmental influences enter into nearly every project and can impact decisions. Consider that XYZ Corporation believes a team building event away from the office would increase overall employee satisfaction and productivity. Consider choice of location may be at a beach. Governmental influences to consider might be hours of operation, prohibiting alcohol, prohibiting open flames for grilling, and other regulations. Where the government has no direct impact on the corporate event, the regulations surrounding the use of the public space will ultimately affect the event.

It is important for government regulators to examine the laws implemented to ensure compliance otherwise their might be significant consequences. Private business will not always act in the socially responsible way, especially if it may reduce profits and cause them to appear inept by shareholders seeking profits. In the financial sector, government consistently kept a database of consumer complaints regarding a wide range of unfair banking practices; however, the government would not



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enforce existing laws. Many consumer complaints were “overlooked” because they were not well constructed, or considered to be insignificant. When banks were fined for violating laws, the penalties were outdated and considered insignificant in private business in comparison to the earnings resulting from questionable practices. The government failed consumers by allowing poor business decisions by the financial industry to continue, and left it up to the individual consumer to initiate a lawsuit against the businesses for financial predatory practices. Most of the individuals victimized did not have the financial means to hire an attorney, did not understand their rights, became frustrated deciphering which agency handled various issues, did not have an understanding of the courts system, and did not have the time to launch this type of battle. The government negatively influenced the way banks were doing business. The banks determined the probability of the number of consumers pursuing litigation and the costs associated with defending suits and paying fines. If the profit margin was significant enough, the “legal fees and Federal fines were considered a standard expense of doing business” (Wytch, 2007). Another side of the financial collapse was the way high priced lobbyists, hired by the financial industry were selected based on their relationships and influences they had with policy makers and regulatory agencies. Lobbyists mold the regulatory system in favor of business at the expense of the consumer. Layard and Glaister provide an example of how governments often do not appear to be “thinking sensibly” but giving into pressures by various interest groups (1994, p.103). Ultimately, the lack of enforcement on consumer abuses led to the collapse of the economy which should be analyzed to avoid the collapse of some other critical component affecting

us globally. Ultimately, it is “not just government that influences the way business is conducted but private business influences government policy” (Layard & Glaister, 1994. P. 101).

When weighing the options on how to approach a reverse logistics program, government influences most commonly be related to environment, health, or safety regulations. It may be more cost efficient to outsource returns processing than to invest funds into managing assets, creating an infrastructure and buying equipment to develop capabilities to manage returns in compliance with possible laws. Government regulations will influence the design and construct of a return facility, how materials must be handled. As new risks are identified, new regulations are often established. Once operations are moving forward, evaluators must continually be on alert for changes within government policy that may affect operations.

As government influences business, business influences government. It will be the project evaluators holding the ungracious task of making ethical, socially beneficial decisions, as well as voicing public opinion to adhere to and mold public policy.

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

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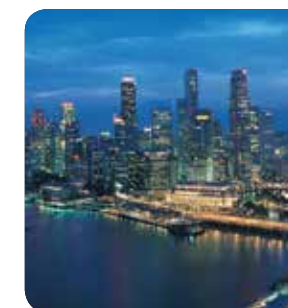
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