



REVISTA LOGÍSTICA REVERSA

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



**RLA CONFERENCE & EXPO:
SÃO PAULO 2014**

**Rede Resíduo –
Ecosistemas de
Inovação para a Gestão
de Resíduos no Brasil**

Edition 67



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.

Programe-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!

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

Venue:
Expo Center Norte
with 120 exhibitors
and 30,000 attendees

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SEPTEMBER
16th to 18th
2014

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São Paulo-SP | BRAZIL
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SEPTEMBER 16-18, 2014

2014 SÃO PAULO PROGRAM HIGHLIGHTS

SEPTEMBER 16-18, 2014



Gailen Vick
Executive
Director



Fernando Nagahama
Logistics Manager



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TONER CARTRIDGES**



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Director Carrera Ingeniería Logística y
Transporte Universidad San Ignacio de Loyola



**OPTIMIZACIÓN ESTOCÁSTICA EN DISEÑO DE
REDES EN EL CLOSED-LOOP SUPPLY CHAIN**



Orlando Cattini Junior
Professor



**KEY ELEMENTS IN CHOOSING A SERVICE
PROVIDER**



Felipe Ortiz
Administración O Logística
Reversa



PANEL: BRASIL COMMITTEE REPORT



Paulo Sader
OEM Account Manager



**BUILDING & IMPLEMENTING
AN EFFECTIVE RETURNS
MANAGEMENT STRATEGY**



Marcelo Cairolli
Country Manager
Arrow Value Recovery



Leonardo Mainardi
Repair Vendor Manager



Guillermo Fernández de Jáuregui
CEO



**PANEL: LATIN AMERICA COMMITTEE
REPORT**



Marcelo Melek
Diretor Secretário FIEP,
Presidente do SINQFAR FIEP



**THE EXPERIENCE OF MANAGEMENT IN
REVERSE LOGISTICS IN BRAZIL**



Luciana Lacerda
Mgr, GSD Supply Chain
LAC

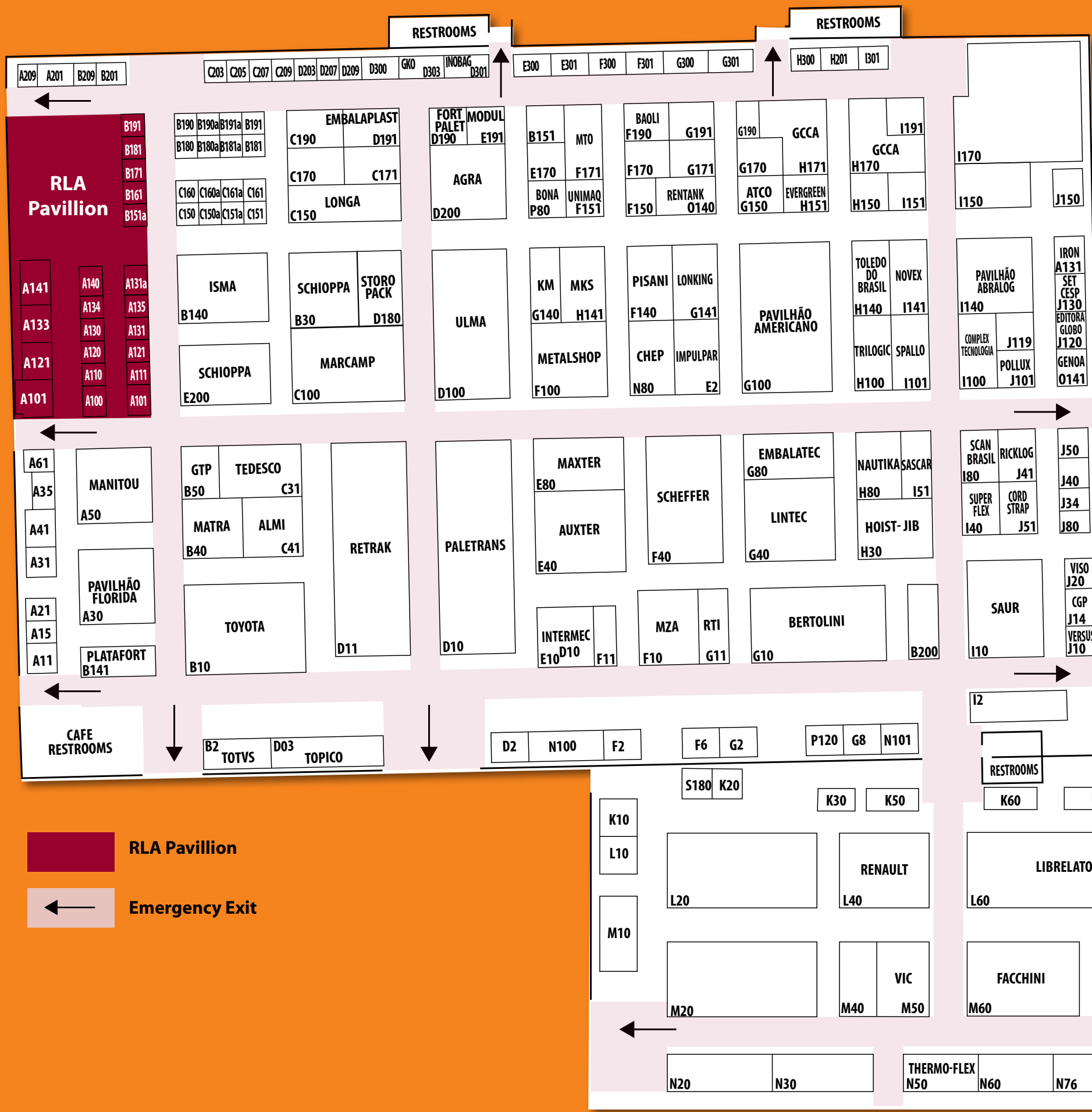


Ricardo Magioni
Parts Recovery Operations



RLA Conference & Expo: São Paulo 2014 Exhibitor Floorplan

REVERSE LOGISTICS PAVILION



- RLA Pavillion
- Emergency Exit

RLA Conference & Expo: São Paulo 2014 Exhibitor/Sponsor List

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BOOTH G2
FLEXMOTO
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FORT PALET
BOOTH D190
FRIOZEM
BOOTH I191
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BOOTH O141
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BOOTH E10
GTP
BOOTH B50
HOIST - JIB
BOOTH H30
IMSULPAR
BOOTH E2
INO BAG
BOOTH D301
INOVATECH
BOOTH P120
IRON BRASIL
BOOTH G300



ISMA
BOOTH A50 AND B140
JLW
BOOTH J80
JOSÉ BRAULIO
BOOTH G301
KEEPERS
BOOTH F301
KM CARREGADORES
BOOTH H150
LINTEC
BOOTH G40
LOGIN EMPILHADEIRAS
BOOTH F6
LONGA
BOOTH C150
LONKING EMPILHADEIRA
BOOTH G141
MARCAMP
BOOTH C100
MATRA
BOOTH B40
MAXTER
BOOTH E80
MCP
BOOTH E300
METAL FORCE
BOOTH J150
METALMAIS
BOOTH F300
MKS
BOOTH H141
MODUL
BOOTH E191
MOVVERA
BOOTH A41
MZA
BOOTH F10
NAUTIKA
BOOTH H80
NKD
BOOTH A131



NOVEX
BOOTH I141
PALETRANS
BOOTH D10
PICK TO LIGHT SYSTEMS
BOOTH D2
PICKLOG
BOOTH J41
PISANI
BOOTH F140
PLATAFORT
BOOTH B141
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XINGJIE MACHINERY
BOOTH C151A



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Cover Article



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Residue Network - Ecosystems of Innovation for Waste Management

By Isac Moises Wajc and Luiz Francisco Biazini Son

The REDERESÍDUO is a tool to stimulate the market for waste and recycling business agile, easy to use and manage that integrates information, logistics and technical knowledge technologies in the area of solid waste.

Incorporates a unique environment and targeted business based on cloud computing, to negotiating the purchase, sale, exchange or donation of waste in construction techniques and management of networks.

Articles



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Page 30 

The Possibilities and Trends of Logistics Business in India

by Rajib Dey of Global Associates

In India the logistics sector is mainly operated by small and regional companies. At present the logistics industry in India is growing at a rapid rate due to the rising demand for logistics services and growth in disposable incomes and superior industrialization endeavors over the country.



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Page 36 

Reverse Logistics and Reverse Transports – The dynamics is the challenge

by Cassio dos Santos Peixoto

The Brazilian experience, with few exceptions, as the new National Solid Waste is still in its infancy, because the legislation is very new and still be dependent on plans at all levels of government.



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Page 44 

Implementation of Public Policies in the Reverse Logistics

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

The implementation of public policies in the case of Ciudad Jardín Bicentenario arises in the context of the municipality scope; this project was carried out with the participation of the two levels of government: State and Municipality; as well as with the collaboration of the private sector for the achievement of a common objective, the reuse of space in landfills for waste disposal that are open, highly contaminating, hazardous and noxious, for more than one and a half million inhabitants of the municipality of Nezahualcóyotl, as a trigger to the economy in the eastern area of the State of Mexico.

Feature Articles



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Returning Thoughts

by Paul Rupnow

Reverse Logistics Scanning for Better Productivity

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Global: \$5.00

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

ISSUE 8 VOLUME 9
REVERSE LOGISTICS MAGAZINE (ISSN 1934-3698) is published monthly for \$5.00/per year by Reverse Logistics Association.
iTunes In-App Purchase: \$4.99
Amazon Kindle Monthly Subscription \$1.49

Edition 67 published August 2014.

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

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

Articles



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Page 52 

Brazil Looks to Silicon Valley to Power New Semiconductor Factory

by Heather Somerville, Business Reporter, Bay Area News Group

Brazil is building what is considered one of the most advanced semiconductor businesses in the Southern Hemisphere, and it wants Silicon Valley engineers to apply for jobs.

Video



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What is the Reverse Logistics Association?

by Reverse Logistics Association

Features

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Message from the Editor

SLOW COOKER PROBLEMS – NEW AND FAULTY

This time I'm happy to say this returns problem wasn't my issue, but unfortunately is a situation with a friend of mine. The problem still isn't resolved, but this story again shows the views and struggles of the customer.



My friend "Susan" is a big user of her slow cooker. In fact, she has been using the same brand slow cooker for over 18 years and recently bought a newer/bigger 6qt at Target for \$35. She has three boys (ages 13+) who keep her busy and are big eaters, so she uses her slow cooker A LOT. She bought the newer/bigger one so that she could make bigger meals, for the needs of her hungry boys.

A couple of months ago, the first time she used her new slow cooker, she put a roast in and filled it halfway with water. She put it on Low for 9-10 hours, and when she got home from work that evening, the water was completely gone, the roast was burnt to a crisp, and of course smaller and hard; she compared it to a hockey puck.



She thought – new slow cooker appliance, maybe she needed more water. So she tried again on another day, and this time added more water, only to get the same results. She had done these steps with no problems for the past 18 years with her older slow cooker – so she knew the product was faulty.

The quickest and easiest thing to do would be to return the product to Target; unfortunately, she had misplaced her receipt and already thrown out the box, so she didn't want to deal with the hassles of returning without a receipt AND box (although I suggested she still try).

So she contacted the slow cooker's customer service. They asked her to do a test on the unit: to fill the slow cooker half full with water and turn it on high for 4 hours, and then take a candy thermometer to it. It took her a few days to be able to carve out 4 hours just to be home – as I said – she is very busy. She also doesn't have a candy thermometer so she just observed and at 5 hours it was at a rolling boil. She emailed them back with those results two weeks ago.

Here's the frustrating part – most people who use slow cookers use them so they don't have to be home in 4 hours to check on the food. My friend is a single mom, of 3 very busy teenage boys, she works full-time, takes care of her dad nearby, and is very active in her church and scouts with her boys. So she is busy... She depends on her slow cooker to save her time. Meanwhile, she isn't able to use a slow cooker, because everything she puts in it gets burnt.

She hasn't heard back from customer service yet. She emailed them back 2 weeks ago, to tell them about the "test results", and still no response. She is ready to just throw the unit away, take the \$35 loss, and get a new one – but after some friend's suggestions has tried being patient working with customer service – yet without a slow cooker.

I hope she gets the situation resolved, and doesn't have to take the \$35 loss, but I also hope this is an example of situations where companies need to put themselves in their customer's shoes. If a new unit is purchased not working are all the scenarios and steps thought through so the customer isn't waiting months to get a new unit?

- To Be Continued...

Thank you,
Felecia Przybyla
editor@rla.org



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Message from the Publisher

PUBLIC POLICY ON REVERSE

Well it's finally happening public policy is starting to impose and dictate legislation at very broad levels on reverse logistics.



Please scan through these pages, especially those where the article is written both in English and in Portuguese. You will see the impact that legislation has on the rules of reverse logistics in Brazil.

That's why we feel it's very important for RLA and its members to be very involved in working with local principalities so that good decisions can be made on reverse logistics.

Most companies are doing business on a global basis and your reverse logistics process can not be managed efficiently and cost effectively if there's different rules for each country, region and principalities.



Make sure that you join with us in Sao Paulo, Brazil next week or stream live from our conference via video. It will be worth your while to understand what's going on in this economy in South America as we get ready for our next event in Mumbai, India.

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

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If travel or cost restrictions are overwhelming, look at our low cost Live Video Streaming Solution. Sessions at the RLA Conference & Expo will be streamed live into your office or home; this includes all general sessions, case studies, panels and tracks.

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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.

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 his 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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- Yann Conchaudron, IESEG school of management

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- Larry Worden, EcoAsia Technologies, Ltd.



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Rede Resíduo – Ecossistemas de Inovação para a Gestão de Resíduos

By Isac Moises Wajc and Francisco Luiz Biazini Filho

Article in English on page 22

A REDERESÍDUO é uma ferramenta de estímulo para o mercado de resíduos e negócios de reciclagem ágil, fácil usar e de gerenciar que integra tecnologias de informação, logística e conhecimento técnico na área de resíduos sólidos.

Incorpora um ambiente de negócios exclusivos e segmentados, baseado na computação em nuvem, para negociação de compra, venda, troca ou doação de resíduos com técnicas de construção e gestão das redes. As redes são construídas com usuários com cobrança de assinatura anual. Os usuários são atores com interesses e papéis específicos e estruturados:

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- Recicladores (utilizar resíduos como matéria-prima);
- Empresas de tratamento e disposição final (oferecer serviços diretamente aos interessados);
- Transportadores (otimizar rotas, logística reversa, mapas); Gestores (controlar requisitos, diminuir riscos, coletar Indicadores e métricas).

Nossa atuação é proativa e diferenciada criando um fluxo constante de informações e contribuindo para a realização de negócios com notificação automática de oportunidades. Os relatórios online dão transparência aos processos e permitem aos participantes cadastrados a supervisão, o acompanhamento e a contabilização das operações concretizadas.

Os materiais (georreferenciados) que seriam considerados lixo, e descartáveis, são reinseridos na produção sendo quantificados os benefícios indiretos advindos do processo de reciclagem, com a valoração dos ganhos em toda a cadeia envolvida, para a sociedade e para o meio ambiente, especificamente a economia de energia dos processos industriais, o reaproveitamento da matéria prima e a redução do uso de água em determinados processos, além da redução da poluição e contaminação dos recursos naturais.

A plataforma é replicável, pois foi utilizada de norte a

sul do Brasil, na Argentina (obras da Camargo Corrêa) e no Panamá (obras da Odebrecht) na área de gestão de resíduos da construção civil como exemplo.

Os resultados econômicos são monitorados por relatórios e exportação de arquivos em forma de planilhas. Os resultados sociais e ambientais são monitorados pela calculadora de externalidades parametrizável, que inicialmente foi implementada com as informações da Pesquisa sobre Pagamento por Serviços Ambientais Urbanos para Gestão de Resíduos Sólidos (PSAU). Ipea Brasília, 2010.

A plataforma apropriada para cada negociação efetuada os Benefícios de Gestão e de coleta; os Benefícios Ambientais associados aos impactos sobre o meio ambiente e os Benefícios Econômicos que refletem o custo evitado pela reciclagem. Todos os usuários acessam o sistema a partir de um painel com indicadores específicos e customizáveis.

Principais desafios enfrentados:

- Gerar receita com os recicláveis ou economia na destinação;
- Transformar a forma de pensar sobre o gerenciamento de resíduos;
- Atender a PNRS de forma simples e adequada;
- Replicar o sistema: várias regiões do Brasil e outros países;
- Desenvolver soluções inovadoras que sejam práticas e de fácil operacionalização;
- Contribuir para diminuição da informalidade do mercado de reciclagem.

Aprendizados vivenciados:

- Dinamização da rede stakeholders;
- Implantação dos requisitos para cadastramento/licenciamento considerados imprescindíveis;
- Importância do gerenciamento de resíduos para o resultado econômico do negócio;
- Redução de custos operacionais logísticos, privilegiando oportunidades nas vizinhanças, sem excluir áreas de maior abrangência.



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Isac Moises Wajc - Sócio-proprietário da REDERESÍDUO, é engenheiro eletrônico, com especialização em Administração de Empresas pela Universidade MACKENZIE. Tem experiência em Gestão de contratos na área de Sistemas Integrados de Montagem; Consultoria na área de Pesquisa, Desenvolvimento e Inovação Tecnológica, com projetos aprovados em linhas de fomento de apoio à inovação (FAPESP e CNPq).



Francisco Luiz Biazini Filho - Sócio da REDERESIDUO

Sócio da REDERESIDUO. com. Doutorando em Responsabilidade Social Nuclear no Instituto de

na Energia Pesquisas Energéticas e Nucleares (IPEN), especialista (MBA) em Segurança da Informação e graduado em Tecnologia em Processamento de Dados. Conselheiro da Associação Brasileira de Profissionais de Sustentabilidade e do Forum de Desenvolvimento da Zona Leste. Fundador e conselheiro do GAO: Grupo de Articulação das ONGs brasileiras na ABNT NBR ISO 26000: Diretrizes de Responsabilidade Social e membro de diversas outras organizações. Possui graduação em Tecnologia em Processamento de Dados pela Universidade Ibirapuera (2005) e graduação em Tecnologia em Processamento de Dados pela Universidade Ibirapuera (1990). Atualmente é vice presidente de tecnologia - Programa Nacional Cidade Digital, diretor tesoureiro da Associação Interação Rede Social, coordenador de comunicação do Grupo de Articulação das ONGs brasileiras na ISO 26000, diretor presidente - Transforma Cooperativa de trabalhadores em Reciclagem e Tecnologia da infor e diretor técnico - Sistema Ciclo Processamentos Ltda. Tem experiência na área de Ciência da Informação, com ênfase em Ciência da Informação, atuando principalmente nos seguintes temas: Cooperativismo, Negócios sustentáveis, responsabilidade social, ISO 26000, Desenvolvimento sustentável, Sustentabilidade, empreendedorismo, resíduos sólidos, revalorização de resíduos, reciclagem.

A Rede e facilmente adaptada a qualquer segmento, veja abaixo o diagrama de implementação, dividido em duas fases distintas:

- Diagnóstico, quando as empresas não sabem o que geram, em que quantidade, em qual periodicidade e qual seria o destino adequado, nesta fase se faz o inventário, inicia a construção do processo de gestão e são realizados todos os treinamentos
- Comercialização, quando as empresas já tem um processo de gestão mapeado e utilizam a ferramenta para a comercialização de seus recicláveis/compostáveis buscando receita ou economia na destinação, nesta fase temos a criação da rede de negócios com rastreabilidade e transparência em todo o processo de gestão
- Opcionais, que são módulos específicos que podem ou não ser implementados de acordo com o tipo de rede com o qual se trabalha, por exemplo: mobilidade, monitoramento em tempo real, leilão entre outros.

Para saber mais

Visite nosso site: <http://www.rederesiduo.com.br/>

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Residue Network - Ecosystems of Innovation for Waste Management

By Isac Moises Wajc and Luiz Francisco Biazini Son

Article in Portuguese on page 18

The REDERESÍDUO is a tool to stimulate the market for waste and recycling business agile, easy to use and manage that integrates information, logistics and technical knowledge technologies in the area of solid waste.

Incorporates a unique environment and targeted business based on cloud computing, to negotiating the purchase, sale, exchange or donation of waste in construction techniques and management of networks. Networks are built with users with paid annual subscription. Users to see are actors with interests and specific and structured roles:

- Generators (sell, trade, give, assign or hire their waste services);
- Recyclers (using waste as raw material);
- Enterprises treatment and final disposal (providing services directly to stakeholders);
- Transporters (optimize routes, reverse logistics, maps); Managers (control requirements, mitigate risk, and collecting Bookmarks metrics).

Our activities are proactive and differentiated creating a constant flow of information and contributing to the achievement of business with automatic notification of opportunities. The online reports provide transparency to the processes and allow registered participants the supervision, monitoring and accounting of completed operations.

The (geo) materials that would be considered junk, and descartáveis are being reinserted into production quantified the indirect benefits of the recycling process, with the valuation of earnings throughout the chain involved, to society and to the environment, specifically the energy industrial processes, the reuse of raw materials and reducing the use of water in certain processes economy and the reduction of pollution and contamination of natural resources.

The platform is replicable, it was used from north to south of Brazil, Argentina (works of Camargo Corrêa) and Panama (Odebrecht projects) in the management of construction waste as an example.

The economic results are monitored by reports and export files in the form of spreadsheets. Social and environmental outcomes are monitored by the calculator configurable externalities, which was initially implemented with the information of the Survey on Payment for Environmental Services for Urban Solid Waste Management (PSAU). IPEA Brasilia, 2010.

The platform suitable for every performed trading the Benefits Administration and collection; The environmental benefits associated with impacts on the environment and the economic benefits that reflect avoided by recycling cost. All users accessing the system from a panel with specific and customizable indicators.

Major challenges:

- Generate revenue from recyclable or economy in the allocation;
- Transform the way you think about managing waste;
- Attending the PNRS simple and appropriate way;
- Replicate the system: several regions of Brazil and other countries;
- Develop innovative practices that are easily managed and solutions;
- To contribute to reduction of informality in the recycling market.

Learning experienced:

- Stimulation of stakeholders network;
- Implementation of the requirements for registration / licensing considered essential;
- Importance of waste management for the economic value of the business;
- Reduction of logistics operational costs, favoring opportunities in the vicinity, without excluding areas of greater coverage.

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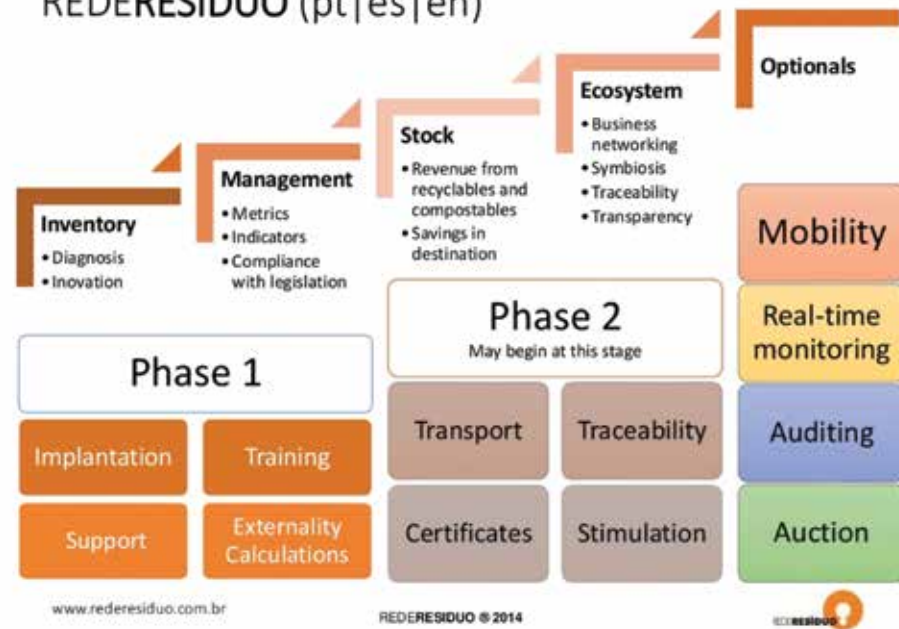
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Isac Moises Waje - Socio-owner of REDERESÍDUO, is an electronics engineer with a specialization in Business

Administration from the University MACKENZIE. Has experience in management contracts in the area of Integrated Mounting Systems; Consultancy in the field of Research, Development and Technological Innovation, with projects approved in lines of fostering innovation support (FAPESP and CNPq).



Luiz Francisco Biazini Son - Partner of REDERESÍDUO

Partner NETWORK residue com. Doctorate in Social Responsibility

in Nuclear Energy at the Institute of Energy and Nuclear Research (IPEN), expert (MBA) in Information Security Technology and graduated in Data Processing. Advisor of the Association of Professionals Sustainability and Development Forum of East Zone. Founder and advisor to the GAO: Articulation Group of Brazilian NGOs in ISO 26000: Guidance on Social Responsibility and a member of several other organizations. Holds a degree in Data Processing Technology in the Ibirapuera University (2005) and a degree in Data Processing Technology in the Ibirapuera University (1990). He is currently vice president of technology - National Digital City program, Treasurer Director of Interaction Association Social Network, communications coordinator of the Group of Articulation of Brazilian NGOs in ISO 26000, CEO - Transforms Cooperative workers and Recycling Technology and infor technical director - Cycle Processing System Ltda. Has experience in Information Science, with emphasis in Information Science, acting on the following subjects: Cooperative, sustainable business, social responsibility, ISO 26000, Sustainable Development, Sustainability, entrepreneurship, solid waste, upgrading of waste, recycling.

The Network and easily adapted to any segment, see below for the deployment diagram, divided into two distinct phases:

- Diagnosis, when companies do not know what they generate, in what quantity, at what frequency and what would be the appropriate destination, this phase takes stock, begins construction management process and are conducted all training
- Marketing, when companies already have a management process and mapped using the tool for marketing your recyclable / compostable seeking income or savings in disposal at this stage we have the creation of business networking with traceability and transparency throughout the process management
- Optional which are specific modules that may or may not be implemented according to the type of network with which to work, for example, mobility tracking in real time auction among others.

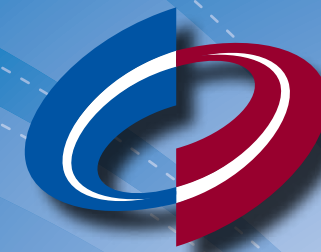
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WHAT IS THE REVERSE LOGISTICS ASSOCIATION?



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To view this video without iTunes:
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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.

As Possibilidades e Tendências de Negócios de Logística na Índia

by Rajib Dey of Global Associates

Article in English on page 30



Na Índia, o setor de logística é operado principalmente por empresas de pequeno e regional. Atualmente, a indústria de logística na Índia está crescendo a uma taxa rápida devido à crescente demanda por serviços de logística e de crescimento da renda disponível e esforços de industrialização superiores sobre o país.

A logística é principalmente envolvidos com o transporte de mercadorias. Na Índia, o setor de logística é segregado em quatro setores principais como Transporte Aéreo, Transporte Mar, Transporte Ferroviário e rodoviário.

Transporte rodoviário na Índia inclui uma parcela enorme de movimentação de cargas para entrega de frequência, elasticidade e ponto-a-ponto. O transporte rodoviário é considerado a maior seção nos setores de logística e consiste de 73% da movimentação de cargas em 2008-2009.

Para lidar com o enorme avanço nos segmentos industriais, o conceito de logística tem sido ampliar com serviços complementares que podem variar de 3PL, redes de frio, armazenagem, etc Alguns significativa premeditado áreas de desenvolvimento dentro do setor de logística indiana são - logística de carga ar frio cadeia / armazenagem a frio, CID / CFS, serviços terceirizados de logística (3PL), o transporte rodoviário de serviços, transporte, armazenagem, parques logísticos, Transferência, Courier.

A Índia é um país economicamente desenvolvido e existem muitos âmbitos de desenvolvimento para diversas indústrias. O setor vem com mais aberturas para melhorias de receita e por isso o setor será floresceram rapidamente na Índia no futuro próximo. Desenvolvimentos industriais na área de logística também pode resultar na melhoria do PIB do país

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- § Arrow and Infosys BPO Plan to Jointly Market IT Asset Lifecycle Management Services
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- § First e-waste factory launched in Egypt
- § Recycling can help the public feel good about plastics
- § Hyundai Warranty Now Quoted by Aftermarket Insurer Companies at Auto Company Website
- § High-Tech Company Interest in Near-Shoring Grows as Supply Chain Strategies Shift
- § Simplifying the Holiday Returns Process with Reverse Logistics
- § Premier Aftermarket Exhibition was the Venue for Several Exciting Models' Debuts and Presentations

RLA Committees

- § Europe - Wednesday, November 27, 2013 9:00 AM
- § Sustainability and Environmental Management - Wednesday, November 27, 2013 3:00 PM
- § Latin America - Tuesday, December 03, 2013 11:00 AM

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e aumentar o número de clientes para a indústria de logística.

Índia foi posicionada 39º lugar entre 150 países sobre o desempenho da logística com o seu potencial futuro, como por relatório global de logística 2007 elaborado pelo Banco Mundial.

No meio de 2020, o setor de logística indiana vai experimentar um crescimento anual constante de cerca de 8-9 por cento e ganhar receita potencial de cerca de US \$ 190-200 apoiado por algumas indústrias líderes semelhantes à engenharia, farmacêutica, automotiva, de alimentos e outros.

A indústria de logística na Índia está fazendo algum progresso em seu sistema e observa-se alguns negócios performar comprometidos com uma maior parte das operações de uma empresa de logística. Estes jogadores são chamados de jogadores 3PL que cuidam da logística de cadeia de valor. Em um nível elementar eles vão cuidar dos serviços integrados de distribuição, transporte e armazenagem que podem ser adaptados para atender as necessidades de uma empresa. Hoje em dia os jogadores estão 3PL envolvendo também com acompanhamento, embalagem e A fim de gerenciar o aumento dos custos de logística e de urgência para se concentrar nas competências essenciais, várias empresas estão à procura de jogador 3PL tal. O envolvimento de 3PL no mercado de logística global vai ser 3,5-4% em 2013-2014.

Outro conceito também está ganhando popularidade no setor de logística indiana, que é conhecido como 4PL (logística de 4). 4PL refere-se a um fornecedor terceirizado de coordenação da cadeia de fornecimento e serviço de gestão que geralmente não possui ou controlar os ativos fundamentais logísticos e recursos. 4PL pode ser definido como um integrador que ups construir as

fontes, recursos e equipamentos de seus negócios pessoais e outras empresas para planejar, construir e manobrar com tudo incluído soluções de cadeia de fornecimento. A 4PL funciona para a gestão de todo o processo. Em uma gama mais ampla de um 4PL gerencia os financeiros, operacionais e de TI de clientes de serviços para o cliente para os serviços.

Além de todas essas logística online na Índia também está se tornando popular na Índia. Algumas empresas, como Logística Suain lançaram seu portal online (www.loadjunction.com), que é muito útil para empresas de logística indianos. As empresas de logística pode obter as informações ao vivo de empresas de camionagem ilimitadas e detalhes de seus veículos para transportar sua carga. Além disso, eles obter a disponibilidade de vários tipos de veículos especializados como reboques, contentores, van, reefer, de mesa, 10 rodas de caminhão para a quantidade de cargas a granel curso. As empresas de logística podem postar suas cargas disponíveis on-line e se qualquer carga é compensada com um caminhoneiro que eles podem negociar

diretamente através da Internet. Estes tipos de portais on-line que também são conhecidos como placas de carga fornecer sistemas de pontuação de crédito para verificar a genuinidade / autenticidade dos fornecedores e transportadoras de carga / proprietários de veículos. As empresas de logística também pode obter em tempo real as taxas em rotas diferentes no PAN base Índia.



Rajib Dey é o escritor de conteúdo da Global Associates, uma empresa líder que oferece serviços de projeto e análise de sustentabilidade para um longo período. Eu escrevo artigo, blog sobre design sustentável e questões do aquecimento global.



RLA Webinars are hosted and run by each Industry Committee.

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
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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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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



The Possibilities and Trends of Logistics Business in India

by Rajib Dey of Global Associates

Article in Portuguese on page 26



In India the logistics sector is mainly operated by small and regional companies. At present the logistics industry in India is growing at a rapid rate due to the rising demand for logistics services and growth in disposable incomes and superior industrialization endeavors over the country.

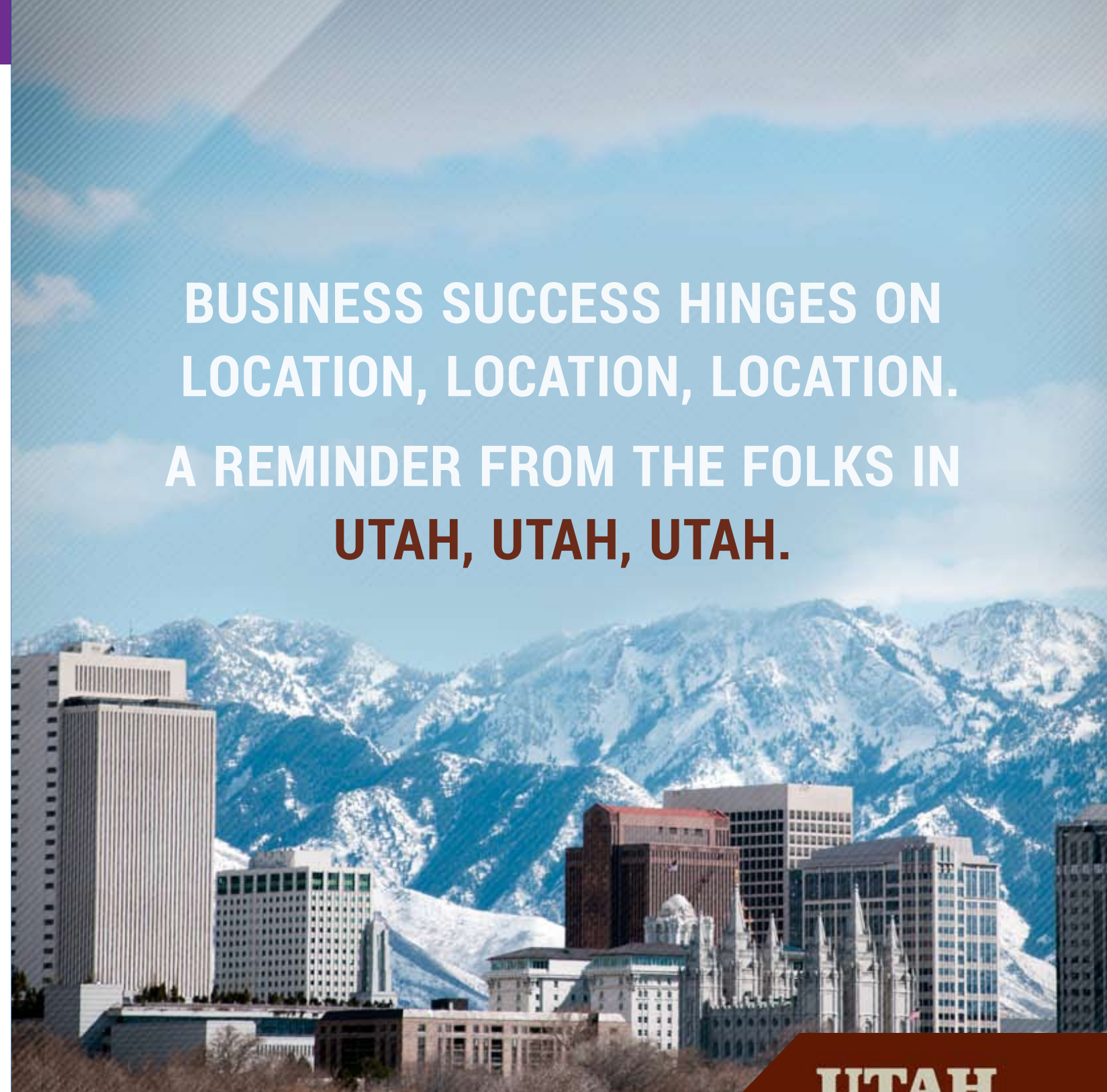
The logistics is mainly involved with transportation of goods. In India the logistics sector is segregated in four major sectors like Air Transportation, Sea Transportation, Rail Transportation and Road Transportation.

Road transport in India includes a huge share of cargo movement for elasticity, frequency and point-to-point delivery. Road transport is considered to be the largest section in the logistics sectors and it consists 73% of the freight movement in 2008-2009.

To cope up with the huge advancement in Industrial segments, the concept of logistics has been broadened with supplementary services that may range from 3PL, cold chains, warehousing etc. Some significant premeditated development areas within the Indian logistics sector are - Air cargo logistics, Cold chain / cold storage, ICD / CFS, Third-party logistics (3PL), Road transport service, Shipping, Warehousing, Logistic parks, Relocation, Courier.

India is an economically developed country and there are lots of development scopes for various industries. The sector comes up with more openings for revenue enhancements and so the sector will be flourished rapidly in India in near future. Industrial developments in logistics may also result in improving the country's GDP and increase the numbers of customers for logistics industry.

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India has been positioned 39th place amid 150 countries regarding logistics performance with its future potential as per global logistics report 2007 prepared by the World Bank.

In between 2020 the Indian logistics industry will experience a steady annual growth of around 8-9 percent and gain potential revenue of about \$190-200 billion backed by some leading industries similar to engineering, pharmaceuticals, automotive, food processing and others.

The Logistics industry in India is making some advancement in its system and it is observed some committed performer deals with greater part of a company's logistics operations. These players are called as 3PL players who take care of logistics value chain. At an elementary level they will look after the integrated transportation, distribution and warehousing services that can be tailored to meet up the requirements of a company. Now-a-days the 3PL players are also involving with tracking, packing and In order to manage increasing logistics costs and urgency to concentrate on core competencies, the various companies are searching for such 3PL player. The involvement of 3PL in the overall logistics market is going to be 3.5-4% by 2013-2014.

Another concept is also gaining popularity in Indian logistics sector which is known as 4PL (4th party logistics). 4PL refers to a supplier of outsourced supply chain coordination and management service that usually does not possess or control the fundamental logistical assets and resources. 4PL can be defined as an

integrator that build ups the sources, capabilities and equipment of its personal business and other businesses to plan, construct, and maneuver all-inclusive supply chain solutions. A 4PL works for management of the whole procedure. In a broader range a 4PL manages the financial, operational, IT and customer services for the client for services.

Besides all these online logistics in India is also becoming popular in India. Some companies like Suain Logistics have launched their online portal (www.loadjunction.com) which is very useful for Indian logistics companies.

Logistics companies can get the live information of unlimited trucking companies and their vehicles details to haul their freight. Besides they get the availability of various types of specialized vehicles like trailers, containers, van, reefer, flatbed, 10 wheelers lorry for haul bulk amount of loads. The logistics companies can post their available loads online and if any load is matched with a trucker they can directly negotiate through online. This types of online portals which are also known as

load boards provide credit scoring systems to verify the genuineness/authenticity of the load providers and carriers/vehicle owners. The logistics companies can also get real-time rates on different routes on PAN India basis.



Rajib Dey is the content writer of Global Associates, a leading firm that provides design and sustainability analysis services for a long period. I write article, blog on sustainable design & global warming issues.



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RFI ID 184 - OEM seeks 3PSP

27 August 2014—RFI ID 184 - OEM seeks 3PSP for Order Fulfillment, Assembly & Reverse Logistics of electronic devices

[Full Article](#)

UK MP Speaks Further About Remanufacturing

2 September 2014 - A few weeks ago, we reported on a forthcoming study being conducted by the All-Party Parliamentary Groups for Manufacturing (APMG) and Sustainable Resource (APSRG) which is being chaired by former Environment Secretary Caroline Spelman MP and Barry Sheerman MP. The former, Spelman, recently spoke with Materials Recycling World, according to The Recycler, and expressed her beliefs about the future growth of the UK remanufacturing industry.

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All New Bosch 'Parts For Every ...' Campaign Demonstrates Brand Benefits To Shops

29 August 2014 - Robert Bosch LLC, Automotive Aftermarket North America, has announced the launch of a new trade advertising campaign targeting the rapidly increasing DIFM (Do It For Me) market. Employing print and digital media, the integrated campaign

communicates the comprehensive range of products, workshop business solutions, training and services that Bosch presents to the aftermarket.

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Carmakers Penalised. What About Mobile, TV, Laptop, Fridge Producers?

28 August 2014 - The Competition Commission penalised 14 carmakers for restricting sale of genuine spare parts only through their authorised dealers. But what about mobile, TV, fridge, washing machine, oven and laptop makers which are doing the same?

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AAPEX Adds 'Remanufacturing Experience'

5 August 2014 - The Automotive Aftermarket Products Expo (AAPEX) has added three new opportunities for companies in the remanufacturing industry to grow their business at AAPEX 2014.

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E-Waste Management Firm Attero Raises Rs 100 Cr

28 August 2014 - Attero, the Noida-based e-waste management company, today announced a \$15 million Series C round of investment in a round led by private equity firm Forum Synergies (India).

[Full Article](#)

Too Many Barriers To Re-Manufacturing Success

28 August 2014 - The last few years

have seen a rebirth of the British manufacturing industry with simultaneously strong government focus on moving to a more circular UK economy. Both of these developments provide valuable opportunities for the development of the UK remanufacturing industry.

[Full Article](#)

Ingram Micro Mobility Projected To Handle More Than 15 Million Connected Devices In 2014

27 August 2014 - After tripling the number of connected devices managed from 2012 to 2013, Ingram Micro Mobility, a division of Ingram Micro Inc. (NYSE: IM), is projected to nearly triple that number again. The Mobility division is on track to manage more than 15 million connected devices—which includes fitness trackers and wearables, digital content managers, Bluetooth speakers and other specialized mobile products—in 2014 through its U.S. distribution and supply chain services.

[Full Article](#)

RLA at Home Delivery World Canada 2014

27 August 2014— Reverse Logistics Association is excited to take part in many avenues at the Home Delivery World Canada event which will take place September 22-23, 2014 at the Sheraton Centre Toronto Hotel in Toronto, Ontario, Canada.

[Full Article](#)

Logística Reversa e Transporte Reverso a sua dinâmica é o grande desafio.

by Cassio dos Santos Peixoto

Article in English on page 36

A experiência brasileira, salvo raras exceções, quanto à nova Política Nacional de Resíduos Sólidos ainda é incipiente, em virtude da legislação ser muito nova e, ainda, ser dependente de planos em todas as esferas de Governo.

Contudo, alguns temas tem se mostrado muito atraentes, criando ótimas oportunidades dentro da política de resíduos. Alguns deles estão chamando à atenção no mundo corporativo. Um dos mais relevantes, a Logística Reversa, instituída pela Política Nacional, trata-se de um instrumento trazido pela Lei nº. 12.305/2010, definida em seu artigo 3º, XII, como: “instrumento de desenvolvimento econômico e social caracterizado por um conjunto de ações, procedimentos e meios destinados a viabilizar a coleta e a restituição dos resíduos do setor empresarial, para reaproveitamento, em seu ciclo ou em outros ciclos produtivos, ou outra destinação final ambientalmente adequada.

Mesmo não sendo um instrumento desconhecido, o sistema logístico de retorno, ganha uma roupagem legal extremamente relevante no cenário atual sob o viés econômico e ambiental. Usado primitivamente para coleta de produtos danificados ou em substituição, muitas experiências poderão ser aproveitadas. Embora a norma identifique alguns resíduos para aplicação imediata, a implementação merece uma construção técnica e profissional, preocupada com os resultados.

Importante ressaltar que o ciclo de vida dos produtos não termina com o descarte pós-uso pelo consumidor. Reuso, reaproveitamento e reciclagem vêm recebendo a atenção de grandes empresas já há alguns anos.

Para o melhor entendimento desta discussão, a Logística Reversa, pode ser vista, apenas, como uma forma contrária da logística “comum” como a conhecemos como também, podemos vê-la sobre esta nova e necessária roupagem. Em alguns pontos elas são muito parecidas

pois, se utilizam dos mesmos mecanismos, como: retenção e armazenagem, controle de estoques, sistema informatizado de informações e acompanhamento, transporte adequado dentre outros. Entretanto, nem tudo é semelhante. As diferenças são muito bem definidas, a logística reversa necessita de uma formatação própria o que influenciará no transporte reverso.

Na logística comum os sistemas informatizados de produção e expedição, podem ser integrados ou interligados, na reversa esta interligação é complexa, necessita de uma visão própria, segregação prévia “possível” dos materiais. Os fluxos, também, são muito diferenciados, na maioria das vezes, não se consegue utilizar o sistema de contagem por unidade, utilizando, neste caso, o sistema métrico ou de pesagem. Os controles são mais difíceis e há a necessidade de uma rede especializada para coleta e armazenamento.

A realidade demonstra que, à medida que os produtos passam a ser descartados com maior velocidade, transformam-se em resíduos, muito em função da melhoria econômica de determinados grupos da sociedade brasileira, como a ascensão das classes “D” e “E”. Ainda, torna-se

flagrante a diminuição do ciclo de vida econômica dos produtos, transformando o consumidor ávido por itens mais modernos.

Com este aumento representativo, o sistema de transporte reverso deve acompanhar esta evolução, se integrar ao sistema de logística reversa empresarial adequadamente, como também, os sistemas de coleta e armazenagem especializados à tarefa.

Outra consideração de relevo da logística pós-uso ou pós-consumo é a constituição de pontos de coleta e armazenagem, chamados de pontos de distribuição reversa. Estes pontos precisam ser criados através de escolha criteriosa, os atores dos processos reversos deverão estar engajados no projeto, lembrando que a



responsabilidade sempre será cobrada da empresa. Desta forma, todo cuidado precisa ser tomado pelos empreendimentos, principalmente quanto aos aspectos legais e de licenciamento. Este momento implica em uma série de procedimentos que vise resguardar os interesses do empreendimento quanto ao cumprimento das normas.

Para alcançar o êxito desejado nestas medidas, um plano de sensibilização do consumidor deverá ser montado. Sem motivação econômica ou de responsabilidade ambiental, será difícil o comprometimento do consumidor final quanto à entrega, nos locais indicados.

O grande motor de toda esta engenharia reversa não se restringe a coerção legal. Os aspectos econômicos e os ganhos podem ser bastante representativos e por isto vem sendo alvo de investimentos. Por isto ainda, a blindagem jurídica e a conformidade legal pode ser o diferencial para resguardar os empreendimentos de riscos e eventuais prejuízos financeiros. Na medida em que são descobertas novas tecnologias, métodos e com segurança corporativa, a rentabilidade aumenta.

Entretanto, há muito a ser investido em treinamento, tecnologia e negociação, principalmente no setor de transporte reverso que precisa perceber que o fluxo da logística reversa é algo que precisará ser bem estruturado já que sua operação será bem distinta.

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Reverse Logistics and Reverse Transports – The dynamics is the challenge

by Cassio dos Santos Peixoto

Article in Portuguese on page 34

The Brazilian experience, with few exceptions, as the new National Solid Waste is still in its infancy, because the legislation is very new and still be dependent on plans at all levels of government.

However, some issues have been very attractive, creating great opportunities within the waste policy. Some of them are drawing attention in the corporate world. One of the most relevant, Reverse Logistics, established by the National Policy, it is an instrument brought by the Law no. 12.305/2010, defined in Article 3, XII as “an instrument of economic and social development characterized by a set of actions, procedures and means to facilitate the collection and recovery of waste in industry, for reuse in the cycle or other production cycles, or other environmentally sound disposal.

Although not an unknown instrument, the logistics system of return, gets a nice dress extremely relevant in the current scenario in the economic and environmental bias. Used originally to collect or replace damaged products, many experiments can be used. Although the standard identifies



certain waste for immediate implementation, the implementation deserves a technical construction and professional, concerned with the results.

Importantly, the product life cycle does not end with the disposal post-consumer use. Reuse, reuse and recycling have been receiving the attention of big business for some years.

To better understand this discussion, the Reverse Logistics can be seen only as a way contrary logistics “common” as we know it as well, we can see it on this new and necessary clothing. In some places they are very

similar because the same mechanisms are used, such as retention and storage, inventory control, computerized information system and monitoring, adequate transportation and others. However, not everything is similar. The differences are well defined, reverse logistics needs an own format which influence the reverse transport.

In the common logistics information systems, production and shipping, can be integrated or connected in reverse this interconnection is complex, requires a vision of their own, prior segregation “possible” material. Flows, too, are very different, in most cases, you can not use the unit system of counting, using, in this case, the metric system or weighing. The controls are more difficult and there is a need for a specialized network for the collection and storage.

Reality shows that, as the products are to be disposed of with greater speed, they become waste, largely because of the economic improvement of certain groups of Brazilian society, as the rise of class “D” and “E”. Still, it is striking decrease in the economic life cycle of products, making consumers more eager for

modern items.

With this increase represents the reverse transport system should follow this course, integrate the system of reverse logistics business properly, as well as the collection systems and storage expertise to the task. Another consideration relevant logistics or post-post-consumer use is the establishment of collection points and storage, called reverse distribution points. These points need to be created through careful selection, the reverse process of the actors should be engaged in the project, noting that the responsibility of the company will always be charged. Thus, every care must be taken by enterprises,



The great engine of all this reverse engineering is not restricted to legal coercion. The economic and earnings may be fairly representative and this has been the target of investment. For this reason also, the shield law and legal compliance can be the differentiator for enterprises to protect the risks and possible financial losses. To the extent that new technologies are discovered, methods and corporate security, profitability increases.

However, there is much to be invested in training, technology and trade, especially in the transport sector needs to realize that reverse the flow of reverse logistics is something that needs to be well structured since its operation will be very different.

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especially in regard to legal and licensing. This moment involves a series of procedures aimed at protecting the interests of the undertaking as to compliance.

To achieve the desired success in these measures, a plan should be consumer awareness building. Without economic motivation or environmental responsibility, the commitment will be difficult to deliver to final consumers, where indicated.

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IMPLEMENTACIÓN DE POLÍTICAS PÚBLICAS EN LA LOGÍSTICA INVERSA

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

Article in English on page 44

RESUMEN

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



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

INTRODUCCIÓN

En el presente trabajo se abordan cuestiones relacionadas con la transformación del tiradero de basura de más de 100 hectáreas, ubicado en la zona denominada Bordo

de Xochiaca, Municipio de Nezahualcóyotl, Estado de México, que fue transformado en un complejo comercial y deportivo, mediante la implementación del Proyecto Ciudad Jardín Bicentenario.

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

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

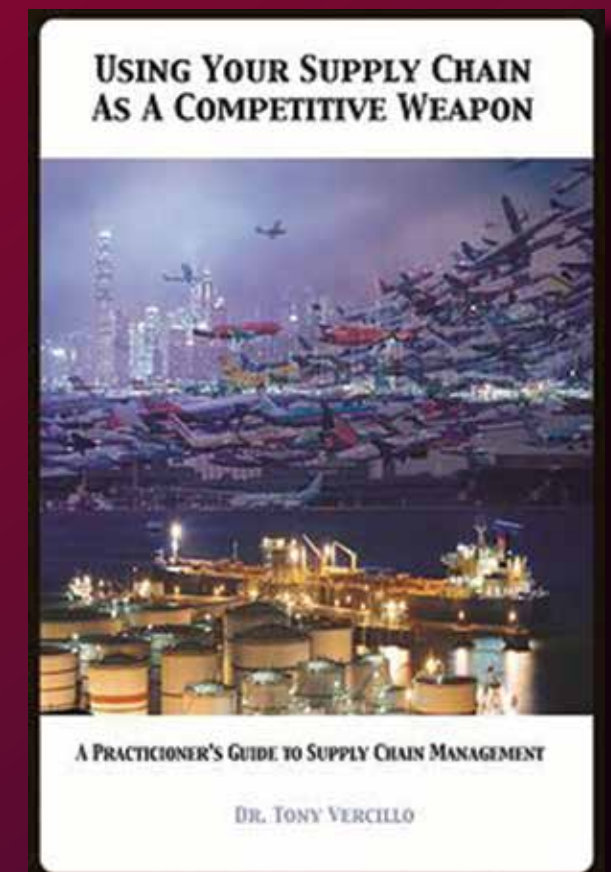
El objetivo general del presente trabajo principalmente se basó en:

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

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Proyecto Ciudad Jardín Bicentenario.

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

En un área total de 110 hectáreas, está ubicado el tiradero de basura “Neza 1”, que cuenta con 64 hectáreas de extensión, y de manera adyacente, un centro deportivo de 46 hectáreas. Con más de 40 años de vida, recibiendo un volumen de basura generado por cascajo y residuos de 12,050,000 metros cúbicos (doce millones cincuenta mil metros cúbicos) considerando un peso aproximado de 9,600,000 toneladas de basura, con una altura de hasta 13 metros arriba de nivel del suelo.

Metodología

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

IMPLEMENTACIÓN DEL PROYECTO CIUDAD JARDÍN BICENTENARIO EN EL MUNICIPIO DE NEZAHUALCÓYOTL

La participación de los diferentes actores en el Proyecto Ciudad Jardín Bicentenario (P(cjb)) fue acotada, si bien es cierto se presentaron un número mayor de actores como se establece en la Tabla 1 en donde se muéstrala

relación de estos con el programa, la perspectiva y los objetivos que tuvieron así como el grado de importancia en el que se participa dentro del el proceso de la implementación de esta políticas públicas.

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

La complejidad de la acción conjunta como modelo se presentó al inicio de la implementación del P(cjb) se vislumbró un arranque no tan sencillo ya que se tornó complejo cuando algunos actores como los pepenadores del tiradero de basura, integrantes de las ligas deportivas y tianguistas de autos instalados en el Bordo de Xochiaca tenían perspectivas e intereses distintos a los empleadores que fueron los empresarios y el Ayuntamiento, que a través de sus diferente áreas mostraron un sentido alto de urgencia para la implementación del proyecto, ya que obtendrían beneficios políticos, económicos y sociales a corto plazo que podría detenerlos si el recurso financiero y parte los permisos legales los tenían sin embargo la perspectiva de los que se oponían era de otra índole, se vería afectado el patrimonio de los pepenadores de basura y por parte de las ligas de deportes y tianguis de autos serian interese económicos y políticos.

Primer Etapa

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

Segunda Etapa.

Si bien es cierto como se presentó en la primera parte del tercer capítulo de la presente investigación se tuvieron algunos problemas, dichos problemas o conflictos se fueron modificando en su caso solucionando en el desarrollo de las diferentes etapas, se tuvo la necesidad de ir ajustando las acciones mediante acuerdos, voluntades y

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negociaciones de manera constante entre los empresarios que fueron los administradores, implementadores y los que tomaron las grandes decisiones para poder llevar dichas acciones, se presentaron en los espacios en donde los participantes los diferentes actores políticos y sociales competían por obtener ventajas derivadas del ejercicio de su poder.

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

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

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



será el balance para la evaluación de dicho proyecto.

En definitiva, parte de la dinámica económica se expande, como las ondas concéntricas del agua, muchos sectores que no estaban considerados dentro de los beneficios del proyecto de Ciudad Jardín Bicentenario, analizando los



componentes sociales, destacan en primer término los habitantes cercanos, quienes dejaron de sufrir las añejas molestias del tiradero a cielo abierto, aunado a que ahora en la cercanía de su hogar, puede salir de compras, al cine, a comer, o simplemente a dejar pasar el tiempo frente a los aparadores, sin adquirir nada. Inclusive se destaca la posibilidad de adquirir un empleo, aunado al compromiso de que los administradores de este mega proyecto, se comprometieron a impartir cursos de capacitación a los habitantes de esa región, para que sean la fuerza laboral que ocupen los empleos generados.

De la misma manera otro sector beneficiado, son los jóvenes, quienes ahora tienen un espacio de convivencia social, con mayor seguridad, con la posibilidad de entablar relaciones de amistad o de relaciones interpersonales con otros asistentes, es decir encontraron un espacio donde pueden interactuar, practicar su consumismo, o la recreación, ver una película, o simplemente caminar entre los pasillos y mirar aparadores. El beneficio obtenido es amplio, generacional, cotidiano y con presencia permanente a largo plazo.

De igual manera se establecen convenios con la organización de deportistas en el mantenimiento y mejoramiento de las canchas deportivas que se encuentran en la avenida Bordo de Xochiaca ya que no todos han querido ocupar las instalaciones de la Deportiva. En cuanto a los tianguistas de autos se les asignó un espacio

en la Deportiva Telmex Bicentenario, siendo que una parte de ellos ya ocupan dicho espacio, sin embargo van surgiendo nuevos grupos de vendedores de autos que son los que actualmente ocupan los espacios públicos de la avenida Bordo de Xochiaca.

CONCLUSION

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

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

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

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IMPLEMENTATION OF PUBLIC POLICIES IN THE REVERSE LOGISTICS

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

Article in Spanish on page 38

SUMMARY

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



of Netzahualcoyotl, State of Mexico, which was transformed into a complex commercial and sports center, through the implementation of the Ciudad Jardín Bicentenario project.

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

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

The overall objective of this work was mainly based on:

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

Ciudad Jardín Bicentenario Project

In our country, the governments at the municipal level have distinguished themselves by directing their greatest activity on the provision of public services. The major economic activity; as well as the political plurality and the alternation of Federal, State and Municipal

reuse of space in landfills for waste disposal that are open, highly contaminating, hazardous and noxious, for more than one and a half million inhabitants of the municipality of Nezahualcóyotl, as a trigger to the economy in the eastern area of the State of Mexico. The environment and the complexity of the joint action that involves different political and social were analyzed. The methodology used is a qualitative type, so it does not employ quantitative instruments for measuring economic variables; instead it is of vital importance the information of the key stakeholders in this project. The intended scope is the analysis, and the parts of the phenomenon are disaggregated for the study of their characteristics.

INTRODUCTION

In the present work issues are addressed that relate to the transformation of the dump over 100 hectares, located in the area known as Bordo of Xochiaca, Municipality

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governments that the country is living in has demanded in recent decades a broad autonomy at the local level.

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

Methodology

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

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

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

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

The complexity of the joint action as a model arose at the beginning of the implementation of the P (cjb)

envisioned a not-so-simple start since it became complex when some people such as the pickers of the garbage dump, members of the sports leagues and stall vendors of installed cars in the Bordo of Xochiaca had different perspectives and interests to the employers who were the entrepreneurs and City Hall through its different areas, showed a high sense of urgency for the implementation of the project, since they would get political, economic and social benefits in the short-term that could stop them if the financial resources and part of the legal permissions which they already had, however the perspective of those who opposed it was different, it would affect the economic well-being of the garbage pickers and on the other hand, the interests of the sports leagues and the stall vendors of cars would be economic and political.

First stage

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

Second stage

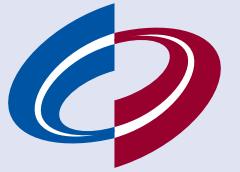
While it is true as it was presented in the first part of the third chapter of this research there were some problems, these problems or conflicts were modified by solving them in the different stages of development, there was the need to adjust actions through agreements, wills, and negotiations on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

According to the official municipal government (LIC. Martin Rosales) P (cjb) from the closure of an unhealthy place the possibility is created to be able to take advantage of the 110 hectares of land. It arises to contribute to a

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better development by a businessman, even though the idea was not clear from the start, little by little it changes to consolidate, "Continuity also ushered its adjutant, the fact that Arturo Montiel has been replaced by Peña Nieto, who was the PRI representative in Congress and has also formed part of the Cabinet of Arturo Montiel as Secretary" That also gave it a certain facility.

This continuity of Montiel to Peña, and the continuity of Luis Sánchez Jiménez to Victor Bautista Lopez; as Victor Bautista" Member of the Advisory Council

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

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



Definitely, part of the economic dynamics expand, as concentric waves of water, and many sectors that were not included in the benefits of the project Ciudad Jardín Bicentenario, analyzing the social components, highlight in first place the nearby residents, who stopped suffering from the old issues they had concerning the open dump, coupled with that now in the vicinity of their home they can go shopping, go to the cinema, eat out, or simply pass the time in front of the displays, without purchasing anything. There is even the possibility of

getting employment, coupled with the commitment of those administrators of this mega project, who have pledged to provide training courses to the inhabitants of that region, they become a labor force that can occupy the jobs that are generated.



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

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

CONCLUSION

The implementation of the P (cjb) as public policy, has several aspects, since it turned out successful for the State Government, at first for Governor Arturo Montiel (1995-2005) who at the time made a campaign promise and Enrique Peña Nieto (2005-2011), respectively, under the management of the latter is when the execution of the P (cjb) occurred, making the search for stronger and longer political positions a reality and the project

showed the local population of Ciudad Nezahualcóyotl, which fulfilled one of the campaign promises, then for them . It was a success of public policy.

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

Finally the implementation allowed for cases of success or failure, for not having a social bond, the success of the implementation was due to the fact that it was performed under a negotiation process between those who took a political approach to its implementation, including those who had the desire and disposition to be practical , as well as all those people on whom depended the implementation of the adjustments at each stage of the project, allowing it to reach fruition, the action that they had to build or rebuild day by day, transforming all those jobs that were designed in the beginning on the desktop, without leaving aside the role of the businessmen who had a high capacity to influence politically and especially economically, whose interests would undoubtedly be higher.

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Brasil Olha para o Vale do Silício para o Poder Fábrica de Semicondutores

by Heather Somerville, Business Reporter, Bay Area News Group

Article in English on page 52

Brasil está construindo o que é considerado um dos negócios de semicondutores mais avançadas do Hemisfério Sul, e quer engenheiros do Vale do Silício para se candidatar a empregos.

SEIS Semicondutores - um projeto de 500 milhões dólares financiados pelo Banco Nacional de Desenvolvimento Econômico, IBM e um grupo de investidores que inclui brasileira de petróleo e mineração - está prestes a pioneira da indústria de semicondutores no Brasil, um do mundo o mais rápido crescimento economias. Mas a fábrica 300 novos empregos exigem habilidades técnicas que força de trabalho do Brasil não tem, seis líderes e especialistas do setor.

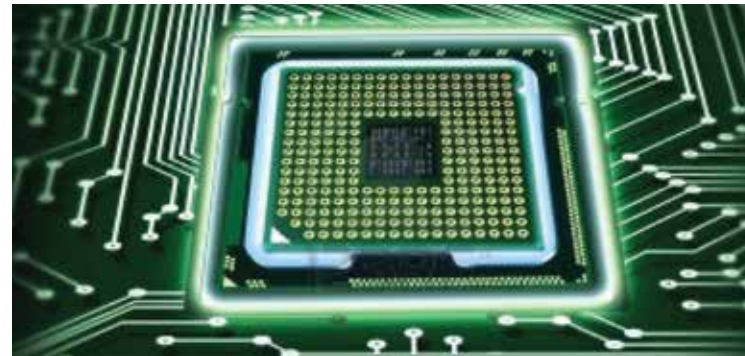
“O que falta no Brasil? Quase tudo”, disse Milton Torres, presidente do conselho de Seis Semiconductors. “A indústria de semicondutores não existe ao sul do equador.”

Então seis foram para o lugar óbvio - o local de nascimento de semicondutores - para encontrar funcionários.

Os esforços da empresa de recrutamento aqui e seus planos para uma parceria com a Universidade de Stanford vai aprofundar os laços do vale com o Brasil, os líderes empresariais vale dizer. Apesar de não ser a primeira empresa brasileira a contratar de forma agressiva a partir do vale, seis é um dos maiores e, com o apoio do governo brasileiro, um dos mais poderosos, alguns brasileiros da área da baía dizer. Relação de amizade do vale, com seis - e os bancos do governo, ajudando a financiá-lo - dá às empresas locais uma porta para o mercado em expansão no Brasil.

“O Brasil recebe as pessoas melhor, melhor tecnologia, e todo um novo mercado se abre para as empresas do Vale do Silício que procuram expandir”, disse Vicente Silveira, um nativo do Brasil e diretor de engenharia do LinkedIn, que falou como um membro do grupo Vale do Silício rede BayBrazil. “Ele tem o potencial de ser uma relação muito saudável.”

Em janeiro, seis executivos visitaram o vale a defender



a empresa para líderes empresariais, estudantes de engenharia e expatriados que deixou um estereis décadas mercado de trabalho brasileiro atrás para carreiras de tecnologia no vale.

“A razão pela qual eles estão no Vale do Silício é a mesma razão um ladrão de banco iria a um banco”, disse Harald Batista, um nativo do Brasil e corretor de software em Los Altos Hills, cujo irmão, Eike Batista, é um dos parceiros que apóiam SEIS. O que eles querem, segundo ele, é um pedaço de bem mais precioso do Vale do Silício - a sua confiança cérebro de tecnologia de ponta e inovação.

Torres disse que seis não contratou ninguém da Bay Area, mas ainda está em negociações finais com três pessoas, e vai recrutar a partir do vale “por muitos anos que virão.”

SEIS quer cerca de 145 funcionários na folha de pagamento até o final do ano e vai dobrar de que no momento em que se abre no final de 2014 ou início de 2015, em Ribeirão das Neves, um subúrbio no estado brasileiro de Minas Gerais, norte do Rio de Janeiro. Ele vai fazer chips personalizados para economia de energia e iluminação, aparelhos e planos para liderar as mudanças tecnológicas em saúde pública global.

Universidades do Brasil, em desesperada necessidade de reforma, não preparar adequadamente os alunos para estes tipos de trabalhos técnicos, disse Torres, para SIX está começando com os estudantes do Vale do Silício. SEIS planos de se juntar Centro de Stanford para Sistemas Integrados, uma parceria entre a universidade e cerca de 19 empresas de semicondutores e eletrônicos.

Vincent Jackson, um estudante de engenharia de Stanford pós-graduação, se reuniu com executivos em janeiro. Jackson, de 37 anos, passou vários anos trabalhando na indústria de tecnologia, incluindo as atribuições de trabalho na América Latina, antes de voltar para a escola para seu mestre. Ele disse que a empresa batia-se o interesse em alunos - há algo emocionante sobre ingressar em um setor que está apenas começando a florescer, disse ele.

“O Brasil é uma espécie de em um ponto no seu desenvolvimento, quando eles estão se movendo-se a cadeia de abastecimento”, disse ele. “Os brasileiros são os próximos na linha.”

Não são apenas os alunos que têm seus olhos no gigante sul-americano. A área da baía podia ver uma migração reversa de meio de carreira brasileiros indo para casa para empregos de alta tecnologia que nunca antes tinha sido disponível no Brasil, Silveira disse. Quando Silveira deixou o Rio de Janeiro em 2001, “era claro, se você queria ficar em tecnologia, não houve oportunidade no Brasil. Agora, eu não tenho certeza se a minha decisão seria tão clara.”

SEIS traz mais competição ao meio ambiente já acirrada do vale, os líderes empresariais dizem. Mas também é uma “enorme oportunidade para as empresas americanas para tirar proveito” da paisagem do Brasil coming-of-age tech, disse Batista.

O Brasil tem o mercado mundial de quarta maior para carros e TVs, um uso crescente de dispositivos móveis e PCs, e um boom de petróleo e gás para alimentar a

economia. Projetos de pesquisa Gartner que gastos com TI vão chegar a US \$ 130 bilhões em 2013, o segundo maior entre os países do BRIC (Brasil, Rússia, Índia e China, que têm igualmente economias de crescimento rápido).

Facebook, Twitter e PayPal estão entre os grandes jogadores que fazem incursões no Brasil, e (AAPL) da Apple fabricação parceira Foxconn recentemente começou a fazer iPads no Brasil. SEIS irá lançar algumas das bases para que mais empresas vale para se juntar a eles em Minas Gerais - é a construção de um parque tecnológico e estradas de ligação a um aeroporto internacional.

“Se você quer ir a um lugar onde as coisas estão acontecendo”, disse Silveira, “você provavelmente deve ir para o Brasil.”

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Heather Somerville é uma repórter de negócios com o Grupo de Notícias da Bay Area, onde ela relata sobre assuntos de consumo, varejo e tecnologia na área da Califórnia Bay. Heather tem trabalhado para jornais diários e semanais e sites de notícias on-line em todo o país, abrangendo a segurança nacional, política e imigração. Ela é também o destinatário de um número de bolsas de prestígio.

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Brazil Looks to Silicon Valley to Power New Semiconductor Factory

by Heather Somerville, Business Reporter, Bay Area News Group

Article in Portuguese on page 50

Brazil is building what is considered one of the most advanced semiconductor businesses in the Southern Hemisphere, and it wants Silicon Valley engineers to apply for jobs.

SIX Semiconductors -- a \$500 million project financed by the Brazilian Development Bank, IBM and an investment group comprising Brazilian oil and mining companies -- is poised to pioneer the semiconductor industry in Brazil, one of the world's fastest-growing economies. But the factory's 300 new jobs require technical skills that Brazil's workforce doesn't have, SIX leaders and industry experts say.

"What's missing in Brazil? Everything almost," said Milton Torres, chairman of the board for Six Semiconductors. "The semiconductor industry doesn't exist south of the equator."

So SIX went to the obvious place -- the birthplace of semiconductors -- to find employees.

The company's recruiting efforts here and its plans for a partnership with Stanford University will deepen the valley's ties with Brazil, valley business leaders say. While not the first Brazilian company to hire aggressively from the valley, SIX is one of the largest and, with backing from the Brazilian government, one of the most powerful,

some Bay Area Brazilians say. The valley's budding relationship with SIX -- and the government banks helping to finance it -- gives local businesses a door to the booming Brazilian market.

"Brazil gets better people, better technology, and a whole new market opens up to Silicon Valley companies looking to expand," said Vicente Silveira, a Brazilian native and director of engineering at LinkedIn, who spoke as a member of Silicon Valley networking group BayBrazil. "It has the potential to be a very healthy relationship."

In January, SIX executives visited the valley to tout the company to business leaders, engineering students and expats who left a barren Brazilian job market decades ago for tech careers in the valley.

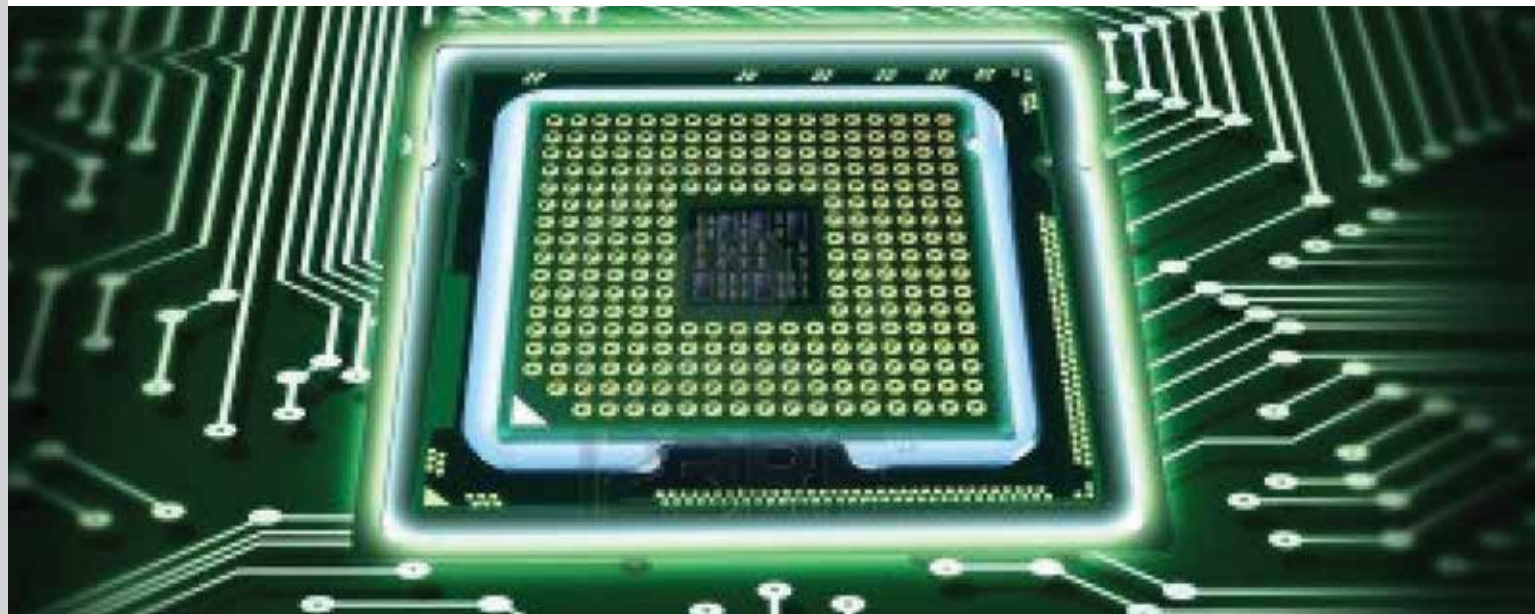
"The reason why they are in Silicon Valley is the same reason a bank robber would go to a bank," said Harald Batista, a Brazil native and software broker in Los Altos Hills whose brother, Eike Batista, is one of the partners backing SIX. What they want, he said, is a piece of the Silicon Valley's most prized possession -- its brain trust of cutting-edge technology and innovation.

Torres said SIX hasn't hired anyone from the Bay Area yet but is in final negotiations with three people, and will recruit from the valley "for many years to come."



SIX wants about 145 employees on the payroll by the end of the year and will double that by the time it opens in late 2014 or early 2015 in Ribeirão das Neves, a suburb in the Brazilian state of Minas Gerais, north of Rio de Janeiro. It will make custom chips for energy-saving appliances and lighting, and plans to spearhead technology changes in global public health.

Brazil's universities, in desperate need of reform, don't adequately prepare students for these sorts of technical jobs, Torres said, so SIX is starting with Silicon Valley students. SIX plans to join Stanford's Center for Integrated Systems, a partnership between the university and about 19 semiconductor and electronic companies.



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AfterMarket Supply Chain

FORWARD LOGISTICS

REVERSE LOGISTICS

Supply Chain			AfterMarket Supply Chain
FORWARD LOGISTICS			REVERSE LOGISTICS
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Vincent Jackson, a Stanford engineering graduate student, met with executives in January. Jackson, 37, spent several years working in the tech industry, including work assignments in Latin America, before going back to school for his master's. He said the company drummed up interest in students -- there's something exciting about joining an industry that's just starting to blossom, he said.

"Brazil is kind of at a point in their development where they are moving up the supply chain," he said. "The Brazilians are next in line."

It's not just students who have their eyes on the South American giant. The Bay Area could see a reverse

migration of mid-career Brazilians heading home to high-tech jobs that had never before been available in Brazil, Silveira said. When Silveira left Rio de Janeiro in 2001, "it was clear, if you wanted to stay in technology, there was no opportunity in Brazil. Now I'm not sure if my decision would be as clear-cut."

SIX brings more competition to the valley's already cutthroat environment, business leaders say. But it is also a "huge opportunity for American companies to take advantage" of Brazil's coming-of-age tech landscape, said Batista.

Brazil has the world's fourth-largest market for cars and TVs, a surging use of mobile devices and PCs, and an



oil and gas boom to power the economy. Research firm Gartner projects that IT spending will hit \$130 billion in 2013, the second highest among the BRIC nations (Brazil, Russia, India and China, which have similarly fast-growing economies).

Facebook, Twitter and PayPal are among the big players making inroads in Brazil, and Apple's (AAPL) manufacturing partner Foxconn recently began making

iPads in Brazil. SIX will lay some of the groundwork for more valley companies to join them in Minas Gerais -- it's building a technology park and roads connecting it to an international airport.

"If you want to go to a place where things are happening," said Silveira, "you should probably go to Brazil."

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Heather Somerville is a business reporter with the Bay Area News Group, where she reports on consumer affairs, retail and technology in California's Bay Area. Heather has worked for daily and weekly newspapers and online news sites across the country, covering national security, politics and immigration. She is also the recipient of a number of prestigious fellowships.

Reverse Logistics Terminology

Industry Definition		R E V E R S E L O G I S T I C S = E Q U A L S =	Life Cycle Management
INDUSTRY	TERMINOLOGY		After Purchase Life Cycle
Apparel	Merchandise Returns		• Customer Service (helpdesk)
Automotive & HD	Remanufacturing		• Depot Repair/ReMan
Consumer Products	After Market Supply Chain		• Service Logistics (Field Service) <ul style="list-style-type: none"> - Transportation/Warehousing - Spare Parts Management - RMA Management - Replacement Management
Furniture	Rebuilders/Refurb		• Refurbishment
Hospitality	Reader Board Shopping		• End-of-life Manufacturing
Military	Retrograde		• Remanufacturing
Retail Grocery	Unsaleables		• Fulfillment Services
Space & Aviation	Obsolescence		• IT Process Management
White Goods	Takebacks		• Recycling
		• Scrap/Waste Management	
		• Gray/B Channel Management	
		• Warranty Management	
		• Asset Management/ITad - IT Asset Disposition	
		• Sustainability/EPR - Extended Producer Responsibility	
		• Environmental Resources	



"Reverse Logistics is the process of managing assets (whether negative or positive) after a product or service is purchased or consumed in all industries and across all disciplines"....



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Returning Thoughts

Reverse Logistics Scanning for Better Productivity

by Paul Rupnow

Improvements in technology are making data gathering easier for Reverse Logistics teams. Most products now have one or more bar codes that can be utilized to speed data collection, increase accuracy and improve information gathering for better processing. The use of bar codes for data collection is standard procedure in forward logistics. Rapid data collection is an even greater benefit for Reverse Logistics processing since inbound receipt contents are often unknown, not easily visually identified, contain count discrepancies and often require individual unit handling and assessment. As a result of the additional identification and unit handling, there is an ongoing desire to find faster, easier and more accurate ways to process returns to reduce labor time and costs. Bar codes can be a helpful tool to gain productivity improvements.

Bar Codes for Data Capture

There are several types of bar codes that are available and can be helpful in a Reverse Logistics warehouse:

UPC bar codes - Most products sold in the retail channel have bar codes on the packaging. The UPC codes can be used for product identification (assuming the correct product is in the box, so typically there is a validation step before or after the UPC scan).



Serial Number and Identifier bar codes - Many products now have bar coded serial numbers and sometimes several other similar identifiers that can be easily and quickly scanned for accurate data capture.



2D Bar codes - Some products now contain 2D bar codes that contain multiple fields of data, for even more efficient data collection.



License Plate Bar Codes - many Reverse Logistics or repair operations will print travelers, tags or license plate bar codes for units or groups of units to easily track and identify the units as they move through processes or repair steps in the warehouse.



RFID - some new products now contain RFID chips with several fields of data that can help speed identification and processing. Some RFID chips can even accept new data on the tags to update future users. Some Reverse Logistics operations will attach an RFID tag to a unit when it arrives, rather than a printed tag or traveler, to help speed tracking and processing.



QR codes - The RLA Standards committee is also now working to develop a standard QR code for products that would enable scanning many years after the product is purchased. QR codes can hold significant amounts of data including item codes, serial numbers, warranty data, correct disposal data and even URLs to web sites for support, warranty, repair or disposal assistance.



Scanning and Data Collection Technologies

Bar Code scanning technology options have been progressing quickly over the last few years since the emergence of mobile devices, mobile apps and the desire for people to put their handheld devices to work.

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RLA's APAC Committee and Reed Exhibitions Cold Chain Show 2014 unite to present three days of Cold Chain & Unsaleables/Reverse Logistics. Starting on Wednesday, December 10, through Friday, December 12 with workshops, sessions and exhibition.

A wide range of leading regional and global Cold Chain and Reverse Logistics companies are in attendance including unsaleables management to transportation logistics.

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





Handheld bar code scanners - wired or wireless options are available. These scanners are great when a fixed or mobile screen is close so the user can view, monitor and respond to the application and ensure the scan has captured data correctly.



Portable computers with a bar code scanner - these industrial strength scanners have been the main tools in the warehouse for years. However, recently many companies are also looking at mobile or tablet sized computers for better screens with enhanced user interface options. These new options are sometimes less expensive but typically are not industrial strength for drops or high volume, heavy usage environments.



Finger bar code scanners - With their Bluetooth connectivity to a computer, tablet, mobile or sometimes with their own small user interface screen, these scanners can be very helpful in a Reverse Logistics receiving environment where two free hands can help productivity significantly.



RFID scanners - handheld or fixed station - these scanners are fast, can capture multiple fields of data at the same time, however, not many products use RFID tags yet. Hopefully tag costs come down in the future and there is more adoption of these tags, since they are very helpful for Reverse Logistics processing.

Voice Directed - the use of voice commands has been very helpful in some forward logistics or pick and pack fulfillment operations. The voice interface allows for hands free operation which is helpful in Reverse Logistics receiving, however the variability of the inbound items and process requirements may make the voice interface difficult for many operations.

Google Glass - there are some examples on YouTube of Google Glass at work in a warehouse. In a Reverse Logistics environment, it would be helpful for a hands free user to be able to see data, a user interface or respond to voice commands while they move around a Receiving station. This may be an interesting option for some companies as the technology progresses.



Reverse Logistics Software and Processes

Regardless of the data capture technologies utilized above, good processes and good software systems are also essential. Ensure you understand the bar codes or data available and how you need to process your returns prior to choosing your data capture tools and software systems, especially if you are in a high volume reverse logistics processing environment, where every scan, keystroke, touch or millisecond counts.



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



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