

REVERSE LOGISTICS magazine®

Serving the Health Sciences, Retail, and High Tech Industries

Titanic Reverse Logistics Mistakes

Page 12



Edition 74



OFFICIAL MAGAZINE OF THE
REVERSE LOGISTICS
ASSOCIATION®



Presented by: **TOYOTA** EQUIPO INDUSTRIAL

23-25
June 2015

Centro **Banamex**

FREE for the Business Sector

RLA Conference & Expo: New Delhi

Pragati Maidan, New Delhi – July 01-03, 2015



Attend the Leading Specialized Event for Logistics, Supply Chain and Materials Management in Latin America

23rd June 15:00 - 16:00 hrs

- Vanguard and logistics innovation: How to seize the opportunities enabled by this new environment?
- **David Stoye**
General Director
Q SOLUTIONS

23rd June 17:15 - 18:15 hrs

- Improving the value chain end to end
- **José Antonio Parra Ashby**
Director of Operational Excellence
Coca - Cola

25th June 15:30 - 16:30 hrs

- The Reverse Logistics Dilemma
- **Gallen Vick**
Executive Director & Founder
Reverse Logistics Association



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

For more information and complete details, visit www.RLShows.com. Attendees may register online for Workshops and the Conference and even book flights and hotel. Exhibitor space is available for purchase as well.

RLA's APAC Committee and Reed Exhibitions Cold Chain Show 2014 unite to present three days of Cold Chain & Unsaleables/Reverse Logistics.

A wide range of leading regional and global 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.

FREE Registry at:

www.LSCexpo.com

Ingress the password: **LAR044**



Platinum Sponsors	Gold Sponsors	Strategic Partners	Supported Event by	Oficial Media	Organized by

Contact: +52 (55) 5442-5760 | info@LSCexpo.com | ventas@LSCexpo.com



CONTENTS

Issue 9 Volume 4

Cover Story



Page 12

Titanic Reverse Logistics Mistakes

by Gailen Vick, Founder and Publisher Reverse Logistics Association

Errors that occurred during the Titanic tragedy should never be repeated, yet in the Retail industry, Retailers repeat previously documented errors in the Reverse Logistics Processes.

Articles



Page 18

Secondary market spotlight: Where do old phones go?

By Dr. Robert Gordon, Program Director, Reverse Logistics at American Public University

For most people in the US, the end of the life cycle of their beloved smartphone happens once a person decides to upgrade to newer, better technology. In most cases, this happens due to a perceived need to upgrade rather than the need due to the failure of the phone.



Page 22

Returns are the Key to Retaining UK Customers Says New Research

by Kees de Vos, Chief Commercial Officer at MetaPack

The MetaPack Group, the leading provider of eCommerce technology for delivery services, today highlighted new research into how a retailer's returns policy can be a positive tool for customer retention and brand loyalty



Page 24

Remanufacturing: the Future of Sustainability

White paper by Paul Adamson and Delana Lensgraf

"Remanufacturing is the key to global economic competitiveness. A nation's ability to create global product demand, employ people, and conserve resources is paramount to long-term stability."



Page 34

Consumer Energy Solutions Forecast: Energy Efficiency Becomes the "New Normal"

Consumer Energy Solutions, a long-time proponent of energy efficiency, sees the potential for continued economic growth coupled with enhanced environmental protection.

A recent report from the International Energy Agency notes, indicates that in 2014, for the first time in 40 years, there was a "decoupling" of economic growth and carbon dioxide emissions: the world economy grew, but CO2 emissions did not.

RL Magazine is available on these E-Readers:



Kindle



iPad



iPhone



Android



Nook

Go to RLmagazine.com. Individual subscriptions are available without charge to qualified individuals.

Non-qualified rates are as follows:

One Year Subscriptions:
Global: \$5.00

To unsubscribe email:
editor@RLmagazine.com

Publisher – Gailen Vick
Editor – Laura Teifel
News Media – Alex Spasic
Technical Director – Matt Gwilliam
Director of Education – Doug Pratt
Magazine Production & Graphic Artist – Benjamin Trokey

Board of Advisors
Dr. Mark Ferguson – University of South Carolina
James H. Hunt IV – GENCO
Charles Johnston – Home Depot
Troy Kubat – Walmart
Thomas Maher – Dell
Monica Orlando – Hewlett-Packard Company
Vijay Raisinghani – Google
Ian Rusher – Cisco Systems
For more information on the Board of Advisors, go to RLA.org

Editorial and Circulation Office
441 W. Main Suite D
Lehi, UT 84043-2024
Phone: 801-331-8949
Fax: 801-206-0090
editor@RLmagazine.com
www.RLmagazine.com

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

ISSUE 9 VOLUME 4
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 74 published April 2015.

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



Page 28

These Popular Clothing Brands Are Cleaning Up Their Chinese Factories

by Luke Whelan

It's well known that the outsourcing of clothing manufacturing to countries with low wages and weak regulations has led to exploitative labor conditions.

Video



Page 23

What is the Reverse Logistics Association?

by Reverse Logistics Association

Features

Message from the Editor	6	Regional Chapters	13
Focus Committees	7	Read the Press	21
Message from the Publisher	8	Industry Events	16
Advisory Board	9	Industry Jobs	38
Industry Committees	10	Advertiser Index	51



Message from the Editor

RETURNS – NOT A PROBLEM

As I have written in the past, being a mom of young children (now three under the age of 5, #3 was born in November of 2014), I am constantly in and out of stores – whether it's groceries, clothing, household items, toys, etc., it's rare a week goes by when I'm not visiting several of these stores. I have often written stories about experiences I have had returning items, where I had difficulty in this process. This time, that's not the case. I recently went shopping at Kohl's and bought 3 articles of clothing. After getting home, and looking at the clothes again, I realized one of the articles wasn't going to work, so I decided to take it back. I returned to the store a few days later. I was able to return the items with no problem at all. As I walked back out the store, I realized they had a big sale going on, and many items I had looked at previously were much lower in price, as were the other 2 items I had purchased a few days before. Without hesitation, I returned home, grabbed the other items I had bought, and returned to the store a few hours later. I was able to get those 2 items adjusted to the sale price (with their 14 day adjustment policy), and I was also able to buy a whole other article of clothing with the savings. In addition, I also got \$20 in Kohl's Cash to use in the next two weeks... Good shopping and returning experiences = a Happy Customer who will be Returning to buy more.

Thank you,
Felecia Przybyla
editor@rla.org



OUR MISSION

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

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

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

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

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



When others ran out, he rushed in.

COURAGE

Pass It On.

VALUES.COM THE FOUNDATION FOR A BETTER LIFE

Reverse Logistics Association Focus Committees



FOCUS COMMITTEES

CORPORATE SOCIAL RESPONSIBILITY

- Jennifer Bilodeau, Reverse Logistics Talk

EXTENDED WARRANTIES

- Charles Chappell, Genco
- Mohan Kumar D, Hewlett-Packard

RL CERTIFICATION

Chairperson: Tony Sciarrotta, Reverse It Sales & Consulting

Co-Chairperson: Jason MacIver, Dell, Inc.

- Jennifer Bilodeau, Reverse Logistics Talk
- Kelly Davies, Flextronics
- Mark Ferguson, University of South Carolina
- Michel Gavaud, Idelog
- Jason Kang, APICS
- Jason Maciver, Dell, Inc.
- Tony Sciarrotta, Reverse It Sales & Consulting
- Ye Zhao, East Carolina University

SOFTWARE SOLUTIONS

Co-Chairperson: Paul Rupnow, Andlor Logistics Systems Inc

- Michael Alner, Intel
- Christopher Blevins, ReverseLogix
- Bruce Brown, InforMission Solutions LLC
- Laurent Kitzinger, SoftThinks
- Roger Levi, Intel
- Michael Geoffrey Omosa, NIT Rourkela
- Paul Rupnow, Andlor Logistics Systems Inc
- Lee Sacco, Oracle
- Seshagiri Singaraju, Oracle
- Sylvie Thompson, OPTORO

SPARE PARTS MANAGEMENT

- Mohan Kumar D, Hewlett-Packard
- Dan Gardner, GENCO
- Patrick Joseph, Encompass
- Jim Scarff, Encompass
- Derek Scott, Canon
- Jose Luis Villalvazo, Hewlett-Packard
- John Weatherup, Hewlett-Packard

STANDARDS

Chairperson: Ron Lembke, University of Nevada

Co-Chairperson: Paul Rupnow, Andlor Logistics Systems Inc

Co-Chairperson: Ken Jacobsen, Connexus

- Michael Alner, Intel
- Bruce Brown, InforMission Solutions LLC
- Ken Jacobsen, Connexus
- Ron Lembke, University of Nevada
- Maria Molina, PlanITROI
- Paul Rupnow, Andlor Logistics Systems Inc

SUSTAINABILITY AND

ENVIRONMENTAL MANAGEMENT

Chairperson: Maria Molina, PlanITROI

- Jennifer Bilodeau, Reverse Logistics Talk
- Cintia Gates, Dell, Inc.
- Raymond Glynn, Arrow Value Recovery
- Maria Molina, PlanITROI
- Kenneth Turner, Hewlett-Packard
- Joe Walden, The University of Kansas





Message from the Publisher

I want to draw your attention to two of our Committees that are doing some outstanding work;

1. The RLA Standards Committee has developed a new optical label standard called SQRRL. They will give a live demo of systems to create and manage smart labels as well as analytics.



A discussion on how data from these labels can be used with existing RMA, Inventory, and warranty management systems will follow. [Click Here](#) to register for Exploring the New sQRrl Codes Webinar being hosted by the RLA Standards Committee.



2. The RL Certification Committee has made major headway for an international Reverse Logistics Certification program.

Members of this committee have supplied descriptions for many RL roles, from admin clerks, to analysts, to managers. This committee is reaching out to RLA members to help in writing content for the courses online with at least 10 areas of focus identified by this committee.

The focus now is for questions that any of us would ask a potential candidate for a reverse logistics role in your company. Basic positions – the RL Professional and the RL Manager. Please take a few minutes to list questions for each position via the RLA survey link below.

[RLA Survey Link](#)

I'm proud all of our committees. They are awesome and look at the scheduled Webinars that are scheduled;

[May 08 – Standards Committee - Exploring the New sQRrl Codes](#)

[May 20 – European Committee – Flextronics, Outsource or not to outsource? That is the question.](#)

[May 20 – Consumer Products Committee - Lenovo, changing its culture and transforming it operations through Bold Work Out!](#)

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



Board of Advisors

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



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



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



Charles Johnston – Home Depot, Charles Johnston is Director of Repair and Returns at The Home Depot Chuck was with WAL-MART for the past 14 years and his responsibilities include Returns, Imports, Exports, Tires and Printing and Mailing Distribution.



Troy Kubat - Walmart, Troy is now the Director of Logistics Engineering- Grocery at Walmart having worked is way up from Director, Logistics Operations, Industrial Engineering Manager at Walmart - International Division and Japan Expatriate - Logistics Operations Lead at Walmart - International Division



Thomas Maher - Dell, Tom Maher joined Dell in 1997 and is the Executive Director for Global Service Parts. Mr. Maher is responsible for service parts life cycle support in over 100 countries. Mr. Maher's global service parts responsibilities include:



planning, procurement, distribution, returns, repair, inventory management, supplier management and parts disposal. These operations support 100% of Dell's warranty customers across all Business Units and all Product Lines.

Monica Orlando Monica Orlando has over 15 years of experience in Supply Chain designing and managing a variety of complex processes spanning across Planning, Manufacturing, Logistic, Order Fulfillment and Inventory Management. As Director of Channel Operations Monica is responsible for all the supply chain aspects of distributing PCs and Printers to the North America HP Retailers/ Distributors, including the reverse logistic processes and programs.



Vijay Raisinghani, Google, Vijay is an expert in end-to-end supply chain and fulfillment strategies and execution that cut costs, drive efficiencies, optimize assets, ensure compliance, generate revenue, and deliver high level of service quality and customer satisfaction. He has an in-depth knowledge of supply chain system functionality, including planning, budgeting, forecasting, replenishment, transportation, and distribution. He has a passion and drive to inspire people and organizations to value every customer, escalate revenue and reduce cost.



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.



Reverse Logistics Association Industry Committees



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

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

APPAREL

Chairperson: Gailen Vick, Reverse Logistics Association

- Nathan Heidrich, AVC Corp

CONSUMER PRODUCTS

Chairperson: Paul Baum, PlanITROI

Co-Chairperson: Kathy Murphy, Jarden Consumer Solutions

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

- Paul Baum, PlanITROI
- Brianne Boettner, Best Buy
- Mark Ferguson, University of South Carolina
- Steve Freerman, GoPro
- Elaine Gasser, Hewlett-Packard

- Cintia Gates, Dell, Inc.
- Ken Jacobsen, Connexus
- Laurent Kitzinger, SoftThinks
- Brad Larsen, Hewlett-Packard
- Maria Molina, PlanITROI
- Kathy Murphy, Jarden Consumer Solutions
- Paul Rupnow, Andlor Logistics Systems Inc
- Ivan Russo, Verona University
- Jim Scarff, Encompass
- Tony Sciarrotta, Reverse It Sales & Consulting
- Coy Surles, InteliSol, Inc
- Sylvie Thompson, OPTORO
- Matthew Vandoren, TOTALL Metal Recycling

DATA STORAGE

Chairperson: Tom Burnam, Western Digital

- Nathan Heidrich, AVC Corp
- Laurent Kitzinger, SoftThinks
- Jose Luis Villalvazo, Hewlett-Packard

FOOD AND BEVERAGE (UNSALEABLES)

- Dawn Bland, Inmar
- Gene Bodenheimer, GENCO

- Nathan Heidrich, AVC Corp
- Thomas Marcellino, Inmar

LIFE SCIENCES

Co-Chairperson: Will Kyzer, Anchorage Economic Development Corporation

- Nathan Heidrich, AVC Corp
- Will Kyzer, Anchorage Economic Development Corporation

REMAN (AUTOMOTIVE & HD)

Chairperson: Gailen Vick, Reverse Logistics Association

- Charles Chappell, Genco

- Bharath Manoharan, ESC Rennes School of Business

RETAILERS

Coordinator: Rachele Hetterson, Defense Ammunition Center

- Raul Castilla, Walmart
- Nathan Heidrich, AVC Corp
- Laurent Kitzinger, SoftThinks
- Andrea Newman, Best Buy
- Craig Sultan, Home Depot Direct
- Sylvie Thompson, OPTORO

SPACE & AVIATION (OBSCOLESCENCE)

Coordinator: Yann Conchaudron, IESEG school of management

WIRELESS TELECOMMUNICATIONS

Chairperson: Angelika Kluna, CLi360, Inc.

- Bill Kenney, OnProcess Technology
- Angelika Kluna, CLi360, Inc.
- Kate Pearce, Compass Intelligence, LLC
- Jerry Schmidt, Asset Priority Sync, Inc
- Joe Walden, The University of Kansas

Join today at www.RLA.org

Focus Committees continued on to page 7
Regional Focus continued on to page 13



Titanic Reverse Logistics Mistakes

by Gailen Vick, Founder and Publisher Reverse Logistics Association

It has been 103 years since the Titanic sank on its maiden voyage from England to the U.S.

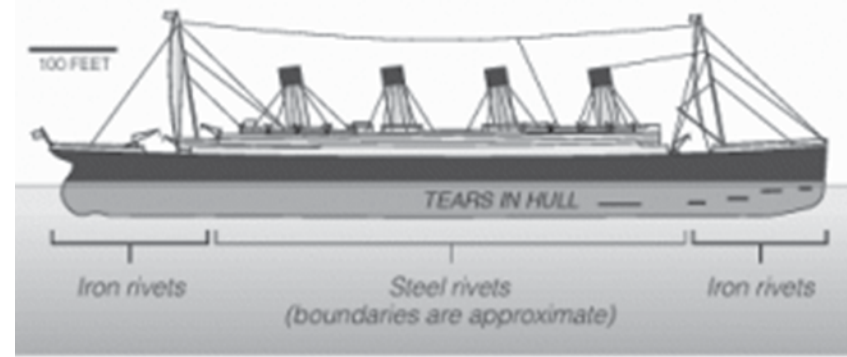
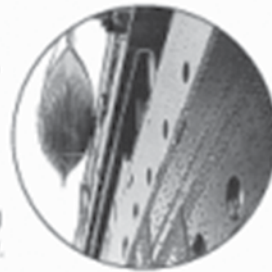
Anyone in their right mind would never repeat the errors that occurred during this tragedy where more than 1,500 passengers and crew lost their lives on April 15, 1912. Yet in the Retail industry I see companies making errors that have been previously documented in the Reverse Logistics Processes.

It's interesting if you research the structural design of the Titanic, it was designed to take a head-on or side collision of the side double-walls without sinking but no one thought about sub-freezing water effects on the rivets and the cost-cutting programs that resulted in low quality steel being purchased that would lead to a catastrophic failure of the ship's compartment interior.

Just as the Titanic didn't plan for sub-standard rivets; was your supply chain planned with Multichannel programs

Not So Unsinkable

Building the Titanic required three million rivets, and the shipbuilder, Harland and Wolff, may have addressed a shortage by using substandard iron rivets in the bow and stern, scientists who reviewed company archives say. Naval experts suspect that popped rivets along six seams in the hull made the ship sink quickly.



Source: Jennifer Hooper McCarty and Tim Foecke

THE NEW YORK TIMES

in mind? How about a collection of return materials that represents 7-10% of the very supply chain that was designed with JIT delivery? And of course, who would have projected the level of consumer demands that are being placed upon e-tailing today. Oh, don't forget extended Return Policies and Registry Gifts programs!

DARING FEATS OF COLLISION

HMS Titanic – Start up 1908/failed 1912 – 1 Super Luxury Liner

Circuit City - Start up 1949/failed 2008 – 2nd Largest Electronic Retailer - 567 Superstores nationwide

DOCUMENTATION BEFORE COLLISION AND AFTER THE SINKING

Radio Shack - Start up 1921/Files for Chapter 11 protection 2015 - 4,297 US stores, 274 stores in Mexico, additional 900 locations independent dealers - chain left the UK 1999, Australia 2002 and Canada 2004 (RL not centralized)

Walgreens - Start up 1901 - forecast reduced by \$1.1 billion (no ERP visibility for RL)

Target – 2014 chain left Canada 133 Stores in Canada, close 11 locations in USA (RL extended over country borders)

Tesco - Start up 1919 – pulled out of the USA in 2013, 2014 closed 43 UK stores (Senior Management with limited RL visibility)



Reverse Logistics Association Regional Chapter Committees

REGIONAL CHAPTERS

AFRICA

Chairperson: Craig Plowden, Revlogs (Pty) Ltd

- Michael Geoffrey Omosa, NIT Rourkela
- Sherif Salvador, University of Hull

APAC

Chairperson: Mohan Kumar D, Hewlett-Packard

Co-Chairperson: Dr. Sunnanda Panda, RevLog Resources

Coordinator: Michael Geoffrey Omosa, NIT Rourkela

- Erwan Berger, Geodis
- Mohan Kumar D, Hewlett-Packard
- Michael Geoffrey Omosa, NIT Rourkela
- Ian Rusher, Cisco
- Yogesh Sarin, Dell, Inc.
- Ye Zhao, East Carolina University

BRASIL

Chairperson: Felipe Ortiz, Grupo Pão de Açúcar

Co-Chairperson: Orlando Cattini Junior, FGV

Co-Chairperson: Marcelo Cairolli, Arrow Value Recovery

Coordinator: Rosekelly Costa, ISCAP

- Djalma Barbosa, Dell, Inc.

- Marcelo Cairolli, Arrow Value Recovery
- Orlando Cattini Junior, FGV
- Rosekelly Costa, ISCAP
- Luciana Lacerda, Hewlett-Packard
- Ricardo Magioni, Dell, Inc.
- Adriano Pêgas, Acer

EUROPE

Chairperson: Charlie O Shaughnessy, Intel

Co-Chairperson: Derek Scott, Canon

Coordinator: Bharath Manoharan, ESC Rennes School of Business

- Erwan Berger, Geodis
- Kelly Davies, Flextronics
- Michelle Lingley, Flextronics
- Bharath Manoharan, ESC Rennes School of Business
- Stephen Noonan, Intel
- Charlie O Shaughnessy, Intel
- Michael Geoffrey Omosa, NIT Rourkela
- Ian Rusher, Cisco
- Ivan Russo, Verona University
- Sherif Salvador, University of Hull
- Derek Scott, Canon

LATIN AMERICA

Chairperson: Guillermo Fernández deJáuregui, ONILOG

- Guillermo Fernández Dejáuregui, ONILOG

NORTH AMERICA

- Nathan Heidrich, AVC Corp
- Michael Geoffrey Omosa, NIT Rourkela
- Paul Rupnow, Andlor Logistics Systems Inc
- Tony Sciarrotta, Reverse It Sales & Consulting



TURNING GREEN INTO GOLD

Most retailers have done a lot to fortify their main objectives to reinforce their supply chain and marketing. Yet finance misunderstand or are totally oblivious to the process of reverse logistics.

With a similar panic on the deck of the Titanic, many retailers are reinforcing their extended returns policies yet they don't realize the slicing effect of their business just like when the Titanic hit the iceberg; extended returns policies have major impact on long term profit.

Many retailers are sinking today even though they haven't hit their final destructive force. Their reverse logistics processes has been festering and created such a huge cost in its ghostly outcome.

Retailers must have Long-Range Binoculars

1995 Walmart invests a in Reverse Logistics operation department, representing a 2.9% Savings.

2005 Best Buy announced a Reverse Logistics Group

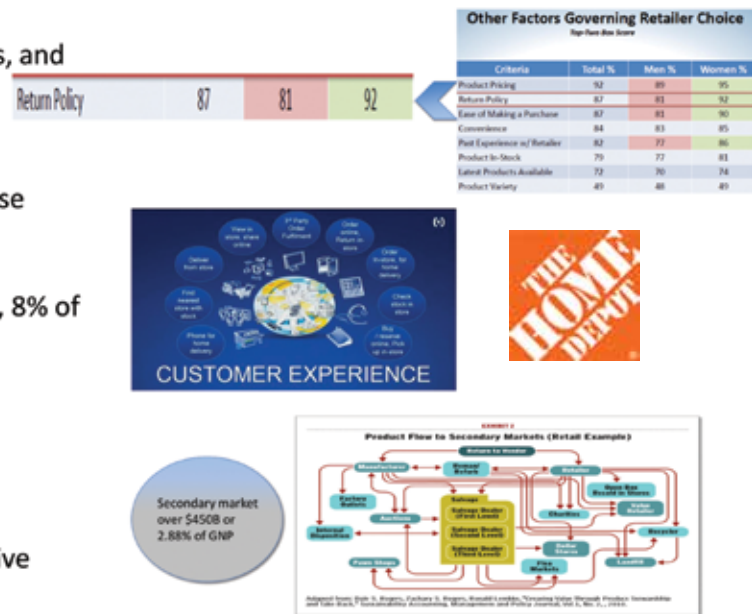
2012 The Home Depot announced a Reverse Logistics Group

2014 Companhia Brasileira de Distribuição - Adjusted EBITDA, grows 19.7% to R\$5.4 billion

2015 GreenDust - LG signs up 2015 GreenDust a retailer in India with Reverse Logistics material only - Growth of 300 plus stores

Reverse Logistics Landscape for Retailers

- Retailers in the U.S. have enabled the Returns mentality, with our customers, and see it as a competitive advantage
- Omni-Channel has created greater complexity for both forward and reverse Logistics.
- Returns can represent, on the average, 8% of sales.
- Expenses can range from 7-11% COGS
- Less product going back to the OEM.
- Need to develop more robust alternative channels.(recycle, salvage ,donate)



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

Our Association doesn't save trees. Our Association educates others on how to eliminate the need to destroy them

1. The wireless operator aboard the Titanic ignored six iceberg warnings the ship received the day of its collision. Is your operations ignoring Reverse Logistics warnings?
2. The iceberg that sank the Titanic has been floating around the North Atlantic for about 3,000 years. Are you ignoring the obvious? Everyone knows the term RL, but is anyone managing the navigation to prevent a Reverse Logistics collision.
3. Although the Titanic had four smoke stacks, only three were operational. The fourth was for show as the Titanic's designers thought it looked better. Is you Green Initiatives/Zero Carbon foot-print for show or a PR spin? Are you aware of the cost saving that comes from a solid RL process?
4. April 14, 1912, 11:40pm – The Titanic hits the iceberg. Lookouts first see the iceberg and alert the bridge. April 15, 1912, 12:20am – The RMS



Carpathia receives distress calls and heads to the site to help. It arrives at 3:30am, one hour late. Notify other departments & shareholders early, don't ignore those that bring RL issues to your attention.



Gailen Vick, founded the Reverse Logistics Association in 2002. His market research found that over \$750 billion was being spent annually on Reverse Logistics in North America alone! Uncovered where thousands of 3rd Party Service Providers (3PSP) that

provided services to OEM/ODM, Branded and Retail companies! Additional research showed that there wasn't any common thread between any of the 3PSPs other than competition. 'There just wasn't a forum for the OEMs, ODMs, Branded and Retail companies to discuss 'best practices' for Reverse Logistics.

5. April 15, 1912, 12:45am – The first lifeboat is launched with 28 people on board out of a capacity of 65. Ironically, the passengers on board the Titanic, were scheduled to undergo a lifeboat drill the same day the ship struck the iceberg. The drill was canceled, not because of the accident, but by the captain. Changing policies in RL can have long term catastrophic impact. Know your resources during any important financial development and don't overact too hastily.

PRODUCT LIFE CYCLE

Supply Chain

AfterMarket Supply Chain

FORWARD LOGISTICS

REVERSE LOGISTICS

New Product Development

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

Material Management

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

Manufacturing & Distribution

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

END USER • RETAILERS • RESELLERS

AfterMarket Customer Service

- Customer Service (helpdesk)
- Depot Repair/ReMan
- Service Logistics (Field Service)
 - Transportation/Warehousing
 - Spare Parts Management
 - RMA Management
 - Replacement Management
- Refurbishment
- Screening/Count Auditing
- End-of-life Manufacturing
- Remanufacturing
- Fulfillment Services
- IT Process Management
- Recycling
- Scrap/Waste Management
- Gray/B Channel Management
- Warranty Management
- Asset Management/ITad - IT Asset Disposition
- Sustainability/EPR - Extended Producer Responsibility
- Environmental Resources

Industry Events



RLA @ FIEP Seminar on Reverse Logistics
June 11, 2015

RLA Conference & Expo: Paris
November 17, 2015

RLA @ Logistics & Supply Chain Expo: Mexico City
June 23, 2015

RLA @ Logistics & Supply Chain Expo: Mexico City
June 23, 2015

RLA Conference & Expo : New Delhi
July 1, 2015

RLA Conference & Expo : Atlanta
April 04, 2016

RLA Conference & Expo : São Paulo
September 15, 2015



Secondary market spotlight: Where do old phones go?

by Dr. Robert Gordon, Program Director, Reverse Logistics at American Public University

For most people in the US, the end of the life cycle of their beloved smartphone happens once a person decides to upgrade to newer, better technology. In most cases, this happens due to a perceived need to upgrade rather than the need due to the failure of the phone. In many cases, there is the potential for a cellular phone to serve a purpose beyond sitting around until the day comes to throw it away. Refurbishing and repairing electronics have always been a market segment in business; however, only in recent years has it been taking more of a presence in the minds of consumers. There is a growing perception has become that a phone is more of a consumable rather than a durable. However, many manufacturers realize that the useful life of technology far exceeds the use by the original owner and so there is a growing market for refurbished smart phones.

In recent years, there are more companies that are actively refurbishing electronics. These companies are actively seeking new customers to address the growing demand in the secondary market. Companies like Gazelle and uSell are actively seeking people to sell their old electronics. Many people do not want to part with their old phones until they are comfortable with the new

one. However, this perception shifts when the individual realizes that someone will offer a little money from these forgotten electronics.

Not only have these large national internet companies been penetrating the secondary market, but there are also local companies penetrating this market. I have been recently working with Wireless Repair World in Pembroke Pines, FL, which is a local business that does repair for phone as well as purchasing used, but good, phones. One aspect of their business is to purchase old phones and refurbish them for the secondary market. As for my experience with this entrepreneurial company, I liked the personal contact with this organization, and they offered a better price than online companies. They seemed to be positioned for success in this realm, as long as they can make good customer relationships with the local community.

There are more cellular phones on the planet than ever before, and new ones seem to come out every year or two, there is still a need to reuse the parts from some of this equipment. [Apple has been buying back old phones](#) from consumers in order to retrieve the useful parts from these phones. Although many of these parts are small, they



RLA Conference & Expo: São Paulo

Expo Center Norte in São Paulo, Brazil, September 15-17, 2015



We are pleased to announce the RLA Conference & Expo: São Paulo 2015! Companies from all over the world and especially South America & Central America along with many other international delegates will be in attendance.

ODMs, OEMs, Branded Companies and Retailers will be looking for 3PSPs that can manage Reverse Logistics in South & Central America.



 **REVERSE LOGISTICS**
ASSOCIATION®



Caterpillar Reaffirms Its Commitment To Illinois And Peoria As Company's Global Headquarters

15 April 2015 – After a multiyear study focused on modernizing its global headquarters, Caterpillar Inc. today reaffirmed it will remain in Peoria, Illinois, and revealed a design that will eventually span 31 acres on the city's riverfront. The key elements of the campus are:

[Full Article](#)

Highlighting Free Trade At Major Exporter Solar Turbines

21 April 2015 – Free trade is essential to Caterpillar's global competitiveness. We devote significant time and resources to ensuring that the global marketplace has access to Caterpillar products. Over the past five years, Caterpillar exports totaled nearly \$88 billion. In fact, at Caterpillar subsidiary Solar Turbines, 75 percent of sales come from exports.

[Full Article](#)

5 Megatrends That Will Unleash Value In The Circular Economy

20 April 2015 – Leading companies such as Veolia, DSM and SAB Miller are beginning to shift from the traditional linear take, make, dispose business model to a more regenerative circular economy

framework. This transformation employs a systems level approach and intentional strategy to design waste out of the system and to manage materials for longer circulation and greater re-usability as pictured.

[Full Article](#)

Sandhurst Targets Engineering And Remanufacturing With New Facility

20 April 2015 – Sandhurst, has recently announced the opening of a dedicated engineering facility in the centre of the country for the refurbishment, remanufacture and repair of rail, quarry and construction industry equipment.

[Full Article](#)

Ingram Micro Signs Distribution Agreement With Nimble Storage For Asia Pacific Region

20 April 2015 – Ingram Micro, the world's largest wholesale technology distributor and a global leader in IT supply-chain and mobile device lifecycle services, today announced it has entered into a distribution agreement with Nimble Storage, the flash storage solutions company.

[Full Article](#)

The World Produced A Staggering 41.8 Million Tonnes Of E-Waste In 2014

20 April 2015 – As the world's insatiable demand for electronic goods rises, so too does the pile-up of e-waste in the world. But why so much waste? The answer: its largely

down to the shortening lifespan of the same electronic products were obsessed with.

[Full Article](#)

Supply Chain News: Warehouse Education And Research Council (WERC) Upping Its Game For 2015 Conference

20 April 2015 – One of SCDigest's favorite supply chain-related events each year is the annual conference of the Warehouse Education and Research Council (WERC).

[Full Article](#)

Capital Sports Authorized To Do Remington Warranty Work

18 April 2015 – If a federal judge orders final approval of a settlement with Remington Arms Co., owners of Remington Model 700 and other bolt-action rifles eligible for replacement of trigger mechanisms can have their firearms retrofitted in Helena.

[Full Article](#)

Global Spiral In E-Waste Inspires Local Partnerships

17 April 2015 – E-waste generated around the world will reach 65.4 million tonnes by 2017, and will be one-third higher than it was in 2012 according to a United Nations initiative called solving the e-waste problem (STEP).

[Full Article](#)



than for new product making it a lucrative business.

In the future, there will be more companies that leverage different aspects of the secondary market. This will be an important growth area for reverse logistics. Consider this final thought. If the US secondary market is growing, consider the potential if one starts exploring internationally. Recently CNN reported that there is a growing [secondary market for the iPhone 6 in Hong Kong](#). If the iPhone 6 market is growing, there must have been a market in the past for the iPhone 4 and 5.

However, there does come a point where the product is too old, too worn out to recover usable parts, or it would cost more to recover the useful parts than the cost of the parts. At that point, recycling would appear to be the only solution. Consider the untapped material that can be found in even old and unusable cell phones.

[In 100,000 cell phones, there are an estimated 2.4 kilograms of gold, 900 kilograms of copper, and 25 kilograms of silver. Depending on the market prices, that could be around \\$250,000 worth of scrap metal.](#)

This means that even old electronic technology that has no value as parts can still have value in scrap. Although this seems like a lot of money for scrap phones, the problem is that each metal requires different processing in order to get it out of these phones. This can amount to extensive labor costs to get at this trapped material. However, the [VTT Technical Research Center of Finland has developed a method to use fungus to recover these precious metals](#). In the future, it will be very likely that instead of using chemicals, we will be using fungus to help us recycle.

Ultimately, the manner and process in which material is recycled is fundamentally changing. In the future, there will be more of a focus on recycling precious materials rather than having to extract this material from the earth.



Dr. Robert Lee Gordon is currently an associate professor with American Public University System in Reverse Logistics Management program. He has four published books, three regarding project management and one regarding reverse logistics in addition to dozens of articles. Dr. Gordon curates a Reverse Logistics topic at <http://www.scoop.it/t/reverse-logistics-by-robert-gordon2>.

can still be used in other applications if they are found to be in good shape. Consider that the useful life of a part should be many years, as it would be possible to keep a phone for several years. However, many consumers will purchase a new phone prior to the end of life of their old phone. This means that some of the parts in an old phone have value to the right company.

[Samsung has been recycling and recovering parts from consumers since 2007](#). Their S.T.A.R. program allows consumers to send electronics to Samsung for recycling. In some cases, the materials recovered are good and can be used in other applications. As more usable parts get recovered, the more the value chain for refurbished goods grows. Samsung and others can then sell refurbished goods at a lower price. However, there costs are lower



Returns are the Key to Retaining UK Customers Says New Research

by Kees de Vos, Chief Commercial Officer at MetaPack

Over 83% of consumers would stay loyal to a retailer with an easier returns delivery service but majority expect a free service and more convenience and choice

London, UK – 2ND April 2015 – The MetaPack Group, the leading provider of eCommerce technology for delivery services, today highlighted new research into how a retailer's returns policy can be a positive tool for customer retention and brand loyalty. An infographic of the findings is available

[here.](#)

MetaPack's research was undertaken to understand what people really think about the returns processes that are currently on offer from retailers across Europe. The findings reveal that 83% of consumers would stay loyal if a retailer could provide a reliable and effective returns service. With retention being a key factor in the success of a retailer, it is clear that an efficient returns policy could provide a compelling competitive advantage in the crowded market and act as a lever to drive additional sales.

The research shows that consumers are increasingly expecting the same price, flexibility and convenience when they return a product as when it is delivered. This view was echoed across a wide range of ages and shoppers, regardless if the consumer was a light, medium or heavy user of online shopping. It also found that over a quarter

of consumers find it difficult or frustrating to return items they have bought online – of these, 58% were unhappy because the service was not free, 51% complained that it was too complicated and 46% found that it was not convenient to drop off the parcel. Consumers, educated well about price, ease of use and convenience for the drop-off of their order, are now expecting exactly the same service for the return – and they'll take their business elsewhere if they don't get it.

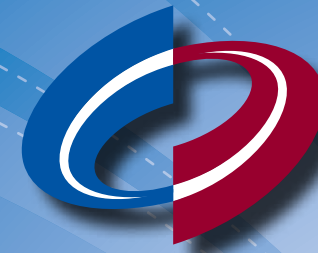
Kees de Vos, Chief Commercial Officer at MetaPack, said "Having lots of options is no longer a luxury – it has become a necessity. Returns are well-known to be a tricky area for online retailers. But returns should be seen as an opportunity to build brand loyalty and retention through offering convenience and choice and a positive experience to support future spending. It's important that retailers invest in reverse logistics capabilities to support multichannel so that increased volumes of returns can be managed independently without disrupting the rest of the system. One option may be to look at services like Uber that could offer a flexible pickup service as well as how expanding networks of click and collect sites can be utilised."

MetaPack will be hosting a webinar on the 21st April to discuss some of the key themes of the research and how retailers can keep pace with consumer demand for flexibility in returns. Register now <http://www.metapack.com/report/returns-the-new-battle-ground-for-retail/>



Kees de Vos joined MetaPack in 2014 as our Chief Commercial Officer leading our product vision, positioning and delivery to market. With a background in Logistics, Kees has been active in the eCommerce industry since the late nineties. He has worked with leading eCommerce companies worldwide, heading up the design and roll-out of high-volume transactional websites, and providing strategic guidance to deliver transformational multi-channel programs and products. Working with more than 100 retail customers globally, including industry leaders such as Wal-Mart, Argos, Tesco, AS Watson and Woolworths Australia, he has significant international experience.

WHAT IS THE REVERSE LOGISTICS ASSOCIATION?



REVERSE LOGISTICS ASSOCIATION®



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

At this year's RLA Conference & Expo in Las Vegas you may have noticed a television crew roaming around. The crew was there to capture response to the conference and make a video that displayed the essence of the Reverse Logistics Association. They were also filming segments for a new video series in RL Digital magazine called RLA Rewound. As you view it, you may see some familiar faces. A big thank you to everyone who took time out from their busy conference schedule to stop and talk with our reporter. We hope you will share the video with friends and colleagues as you introduce them to the association and explain what we do and how we can support them. Stay tuned, because we may be talking to you for the next series of videos for RLA Rewound.

Remanufacturing: the Future of Sustainability

White paper by Paul Adamson and Delana Lensgraf



“Remanufacturing is the key to global economic competitiveness. A nation’s ability to create global product demand, employ people, and conserve resources is paramount to long-term stability.”

A google search for the word “Sustainability” brings up over 115 million hits, while a search for “remanufacturing” garners only 0.5% as many hits. The emphasis on the green economy is pervasive, yet remanufacturing, arguably the definition of sustainability, receives relatively little market or media recognition. Remanufacturing products is just plain smart; the ability for companies to remanufacture products is a critical differentiator from a financial, sustainability, and customer service perspective. Although the remanufacturing industry reached \$43 billion in revenue and employs over 180,000 workers in the United States, most people have never heard of this important industry.¹

What is Remanufacturing Really?

Remanufacturing is defined as a comprehensive and rigorous industrial process by which a previously sold, worn, or non-functional product or component is returned to a “like-new” or “better-than-new” condition and warranted in performance level and quality.²

In layman’s terms, remanufacturing is the process of breaking down a product, assessing each part, and remaking the product to equal or better quality than a newly produced good.

Remanufacturing has grown substantially in recent years. In fact, from 2009-2011, the industry grew 15% to reach \$43 billion (“How Remanufacturing Is Booming across the US”).



Interestingly, the Aerospace industry accounts for over 30% of remanufacturing, followed by Heavy Duty/Off-Road and Vehicle Parts. Machinery and IT Devices account for nearly 20% of remanufacturing. In total, remanufacturing employs over 180,000 people in the United States alone. This number is sure to skyrocket over the next decade as more companies convert their manufacturing and design processes to support the remanufacture of goods (“How Remanufacturing Is Booming across the US”).

TOP FIVE INDUSTRIES IN THE U.S. REMANUFACTURING 2011

	PRODUCTION	EMPLOYMENT
Aerospace	\$13 billion	35,201
Heavy Duty/ Off-Road	\$7.7 billion	20,870
Vehicle Parts	\$6.2 billion	30,653
Machinery	\$5.8 billion	26,843
IT Devices	\$2.7 billion	15,442

Financial Benefits: Same Product, Multiple Lives

Companies that remanufacture make profit on the exact same product, often many times over. Remanufacturing completely disrupts the end-of life product concept and creates a circular cycle. The automotive industry is the

RLA CONFERENCE & EXPOS: PARIS 2015

PARIS PORTE DE VERSAILLES PAVILION 7.2

TUESDAY, NOVEMBER 17, 2015 - WEDNESDAY, NOVEMBER 18, 2015

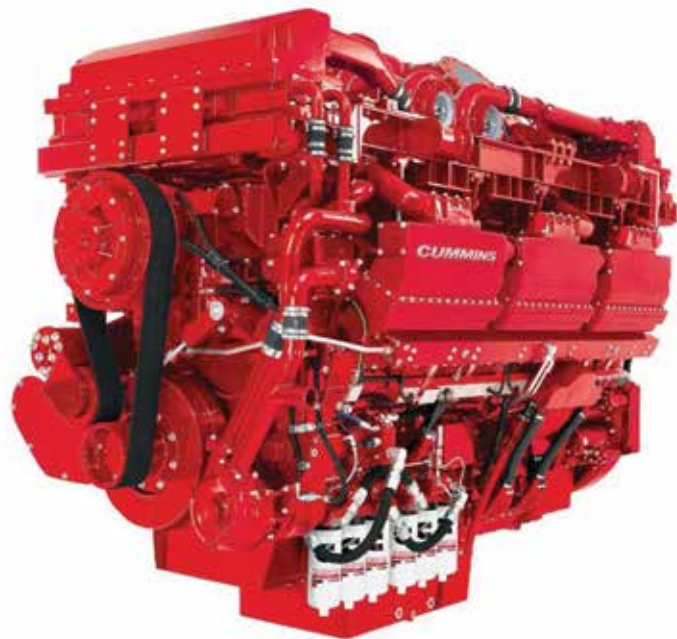
OVER 400 RL PROFESSIONALS AND 200 COMPANIES WILL BE IN ATTENDANCE



The Reverse Logistics Association Conference & Expo kicks off on Tuesday and continues through Thursday with workshops, committee meetings, several sessions presented by RL professionals, leading academics and interactive panel discussions. Be sure to visit the Exhibition Hall where OEMs, ODMs and Retailers will be looking for Third Party Service Providers that can manage Reverse Logistics in Europe and around the world. This is a rich opportunity for OEMs, ODMs, Retailers, and Branded companies to identify future service partners among the many exhibitors showcasing their Reverse Logistics solutions.

RLA WORKSHOPS: TUESDAY, NOVEMBER 17, 2015

veteran leader of remanufacturing techniques. Cummins, for example, produces engines that can be remanufactured up to three times, which positively impacts long-term profitability. Rather than replace an entire industrial engine, Cummins simply replace failed or worn parts, such as pumps and turbo chargers, to restore the unit. In fact, in their most recent Corporate Responsibility report, Cummins reported that over 80% of their engine can be remanufactured, enabling the company to reap profits over and over while simultaneously delivering a quality product. In 2012, Cummins reached \$1 billion in sales of remanufactured products, reclaiming over 50 million pounds of product.³



Not only do the manufacturers save money by remanufacturing, consumers also benefit. Products that are restored to “like new” condition can save consumers up to 40 percent in comparison to brand new products, while also decreasing the environmental footprint of manufacturing.⁴

One reason businesses may be wary of adopting remanufacturing processes is the fear that these products will cannibalize new sales. A recent report from FTI Journal refutes this claim and states that “recent reports confirm that returns processing not only will not negatively affect sales of new products but potentially could boost volume due to improved design knowledge and innovation gained from manufacturing” (“The Lure of Like-New”⁴).

From the Original Equipment Manufacturer’s Perspective

In order for an OEM to justify the investment in developing the internal or external capability to remanufacture, they must develop a model that shows the return on investment. The business case for remanufacturing looks at yield, cost to remanufacture, cost of new, and ASP of remanufactured products. Using these data points an OEM can quickly determine the profitability of remanufacturing and the strategy to move forward. To demonstrate this analysis, in simple form, review the table below for Widget 123 that has a new sales price of \$100. In a traditional sales model, Widget 123 would yield a profit of \$40 for each new sale. If remanufacturing is introduced we see the model change quickly.

Financial Opportunities of Remanufactured versus New for Widget 123

New Sales Price	\$100.00
New Cost	\$60.00
Advanced Exchange Price	\$65.00
Cost to Reman	\$10.00
Yield	90%

Traditional Sales Model	All Sales
New Sale	\$100.00
New Cost	\$60.00
Gross Profit	\$40.00

Reman Sales Model	First Sale
Advanced Exchange Sale	\$65.00
New Cost	\$60.00
Gross Profit	\$5.00

Reman Sales Model	Second Sale
Advanced Exchange Sale	\$65.00
New Cost	\$10.00
Yield Factor	\$6.00
Gross Profit	\$49.00

Reman Sales Model	Third Sale
Advanced Exchange Sale	\$65.00
New Cost	\$10.00
Yield Factor	\$6.00
Gross Profit	\$49.00

Total New Product GP	\$40.00
Total Reman Product GP	\$103.00

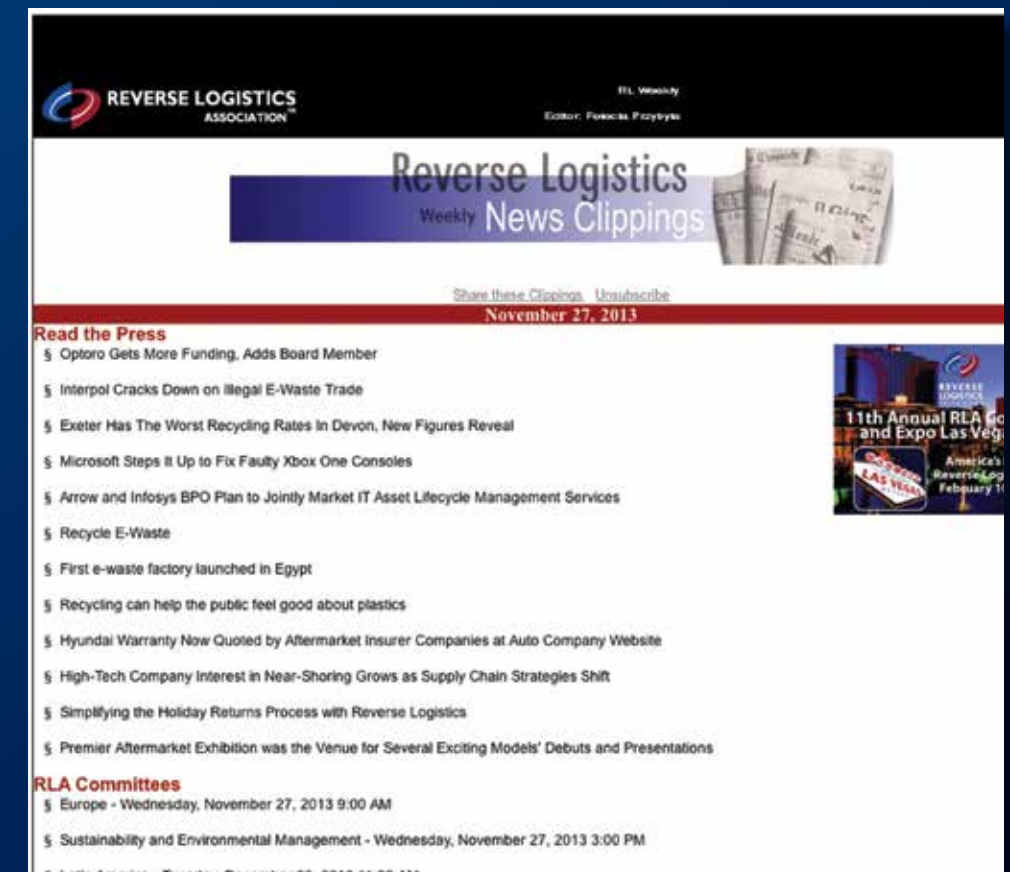
NEWS clippings

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

WEEKLY NEWS CLIPPING

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

Sign up today



Sustainability Benefits: Out with the Old and in with the New

Remanufacturing marries competitive business with corporate responsibility, and this business model will be increasingly important. In recent decades, the strain on the Earth's raw materials has become alarming. In addition, population growth is expected to soar. By 2050 the world's resources must support a population expected to reach over 9.2 billion ("The Lure of Like-New" 2-3). As the middle class populations in developing countries continue to grow, consumption is expected to increase, creating both risks and opportunities. One risk that has already started to manifest is the issue of increased waste. From 1980 to 1997, solid waste in OECD countries rose 40%, and is expected to grow another 40% by 2020.

As more and more goods are produced to sustain consumer habits, the associated waste degrades the environment and creates an additional cost of disposal. Remanufacturing, in contrast, presents an opportunity to reduce the energy expended to manufacture new products. In an increasingly competitive world, remanufacturing can reduce the uncertainty of the price swings of raw materials while simultaneously reducing toxic waste. Often times, remanufacturing facilities are more conveniently located near the customer base, reducing the energy used on shipping and transportation. Material recovery through remanufacturing is a profitable way to reduce reliance on fossil fuels.

The Challenges of Remanufacturing

It is certainly not easy to adopt remanufacturing, although many companies would benefit immensely from incorporating these processes. Ramesh Subramonium of FTI Consulting asserts that, "Remanufacturing requires a dedicated returns management process and different financial and demand-planning models." In addition, the costs to establish remanufacturing can be incredibly high because equipment, storage, and transportation must be

customized. There are two main challenges that typically stand in the way of incorporating remanufacturing:

1. Lack of Returns Management Processes

Often times, companies are unable to accurately forecast returns. They don't know how much is coming back and in what condition. Even if a company can successfully forecast returns, the information about these returns often does not include defect details that can be used to assess critical parts for repair. Visibility into all returns across sales channels is critical to plan remanufacturing of components. In many companies, the lack of executive sponsorship of a returns management strategy is extremely detrimental.

2. Disconnect between Design and Manufacturing

It is critical to facilitate communication between engineering, design, and manufacturing. For products to be easily broken down and remanufactured, they must be designed as such. By gathering data on the causes for returned goods, companies can improve their design process thereby improving customer satisfaction. Closing the loop between design and manufacturing

standardizes material to be remanufactured.

Keys to Success

In order for remanufacturing to take its rightful place in the world of sustainable manufacturing, two things must take place:

1. A definition of remanufacturing should be established.

Confusion remains about what remanufacturing entails and how it relates to sustainable manufacturing. In order to promote remanufacturing, a common definition must be accepted by all.

RIC defines remanufacturing as a comprehensive and rigorous industrial process by which a previously sold, worn, or non-functional product or component is returned to a "like-new" or "better-than-new" condition



RL CERTIFICATION

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

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



**REVERSE
LOGISTICS**
ASSOCIATION™

REVERSE LOGISTICS PROFESSIONAL (RLP)

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



REVERSE LOGISTICS MANAGER (RLM)



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

REVERSE LOGISTICS TRAINER (RLT)

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



RL Certification program is organized by the RL Certification Committee

and warranted in performance level and quality (RIC footnote).

2. Common standards must be developed.

The Remanufacturing Industries Council (RIC) has taken important steps to develop the American National Standard for Remanufacturing under the American National Standards Institute (ANSI). This new standard establishes technical specifications, benchmarks to ensure quality of remanufactured goods.

Remanufacturing Industries Council

The Remanufacturing Industries Council (RIC) is the leading industry body that promotes remanufacturing. The goal of RIC is to support remanufacturing across industries by creating collaboration opportunities and fostering education, advocacy, and research of this field. RIC is spearheading the initiative to bring standardization to the remanufacturing as well as sponsoring roundtable events to bring leaders of remanufacturing together. Major players in the remanufacturing space have joined RIC recently, including Caterpillar Inc., Cummins Inc., John Deere Reman, and GE Healthcare.

Innovation Case Study: Nextant

One of RIC's most interesting members is Nextant Aerospace. Their slogan says it all: Reimagined, Rebuilt, Reborn. Nextant is one of the first companies to successfully remanufacture jets. The Nextant 400XTi, backed by a full factory warranty and a global network of service centers, is completely disrupting their niche market. Selling for half the price of comparable jets, the 400XTi is built using a unique remanufacturing process through which an existing airframe is re-built with the latest technological advances in aerodynamics and avionics.⁵ Nextant is a stellar example of a company that has capitalized on remanufacturing innovation to the benefit of their customers and their profit.



*Source: Nextant Website

Economics versus the Environment: There

Really are no Trade Offs

For many years, buying sustainable products meant paying a premium. Whether buying organic food or solar powering your home, the consumer typically has to value these positive externalities to accept higher prices. Remanufacturing, in contrast, creates zero trade-offs. Prolonging the lifespan of goods through remanufacturing is both "green" and cost effective for the retailer, OEM, and consumer. Our financial model shows that by adopting remanufacturing processes, it is possible to far exceed the profits made by producing a new good, all while maintaining quality. By remanufacturing products, the traditional linear process of making goods completely transforms into a closed loop. Win-win-win.

The Challenge

Understanding where to start – how to integrate remanufacturing into your corporate DNA – can be complicated. If you need help starting or improving the process, Spinnaker can help. Let a Spinnaker consultant help you achieve your desired future state.



Paul Adamson is the Director of Business Development and Marketing for Spinnaker. He has over 20 years of industry experience in Returns Management, Service Operations, and Sustainability. A recognized subject matter expert in Electronics

Remanufacturing, Recycling, and Second-Life Applications, Paul has been a regular moderator and panelist at regional and national conferences on reverse logistics, material reuse, and recycling. Throughout his career, Paul has worked in leadership positions for a variety of industries including Consumer Electronics, Distribution, Retail, and Sustainability.

Prior to joining Spinnaker, Paul founded two successful electronic test and repair companies with global operations. Paul's diverse background includes strategy, operations, and business development roles for other high-tech repair and remanufacturing companies. In these roles he has helped develop reverse logistics, remanufacturing, and recycling strategies for clients with operations across the globe. Most recently, Paul worked to establish collection and processing capabilities in Central America for universal waste, electronics, metals, and plastics. Paul received his B.S. in Business Administration from LeTourneau University.

RLA Conference & Expo: Atlanta

Georgia World Congress Center, April 04-07, 2016

Join the Reverse Logistics Association at Atlanta



Seeking Great Speakers

Want to take the stage at RLA Conf & Expo: Atlanta 2016?

Well, we want to hear from you. We're looking for Reverse Logistics groundbreaking stories, case studies and discoveries. Bring us your breakthrough innovations and best practice implementations. Tell us about significant challenges you've overcome or how you've defined a best-in-class or innovative new way to operate in Reverse Logistics. Please visit our [Speakers page](#) to see our qualifications, as well as the many nice benefits we offer to our speakers. If you are interested in speaking or participating on a panel, and sharing your knowledge and expertise in Reverse Logistics, please [contact us](#).





Delana Lensgraf is the Research Content Specialist for Spinnaker's Supply Chain practice. An expert in international relations, Delana blends a unique skillset of global supply chain operations and corporate social responsibility. At Spinnaker, Delana is responsible for driving thought leadership across the firm's four lines of business. In this role, Delana collaborates with practice leaders to publish innovative pieces on topics from Remanufacturing to Omni-Channel to Electronic Waste.

Prior to joining Spinnaker, Delana's career in International Development brought her to five continents to work with leading non-profits and consultancies. This time abroad fostered Delana's passion for sustainability in global supply chains. Fluent in Spanish, Delana completed three years as a Teach for America corps member serving in a low-income Latino school in Houston, Texas. Delana holds a Bachelor of Arts in International Studies from the University of North Carolina at Chapel Hill and a Master of Science in Foreign Service from Georgetown University.

Works Cited

"How Remanufacturing Is Booming across the US." Msnbc.com. NBC News Digital, 1 Dec. 2014. Web. 02 Mar. 2015.

"Nextant 400XTi | Nextant G90XT | Remanufactured Private Jets - Nextant Aerospace." Http://www.nextantaerospace.com. N.p., n.d. Web. 02 Mar. 2015.

"Remanufacturing Industries Council." Remanufacturing Industries Council. N.p., n.d. Web. 02 Mar. 2015.

"Remanufacturing." Www.cummins.com. N.p., n.d. Web. 02 Mar. 2015.

Shukla, Arun, and Ramesh Subramoniam. "The Lure of 'Like New'." The Lure of 'Like New'. N.p., Dec. 2014. Web. 02 Mar. 2015.

¹ "How Remanufacturing Is Booming across the US." Msnbc.com. NBC News Digital, 1 Dec. 2014. Web. 02 Mar. 2015.

² "Remanufacturing Industries Council." Remanufacturing Industries Council. N.p., n.d. Web. 02 Mar. 2015.

³ "Remanufacturing." www.cummins.com. N.p., n.d. Web. 02 Mar. 2015.

⁴ Shukla, Arun, and Ramesh Subramoniam. "The Lure of 'Like New'." The Lure of 'Like New'. N.p., Dec. 2014. Web. 02 Mar. 2015.

⁵ "Nextant 400XTi | Nextant G90XT | Remanufactured Private Jets - Nextant Aerospace." Http://www.nextantaerospace.com. N.p., n.d. Web. 02 Mar. 2015.

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
RETAILERS	Returns After Christmas: Challenges and Issues	Derek Palmer	Transform
LIFE SCIENCES	Life Sciences Reverse Logistics Best Practices	Gailen Vick	RLA
EUROPE	Driving Post Sales Value Upstream	Paul Slaven	Intel
APAC	APAC Chapter Report	Mohan Kumar D	Hewlett-Packard
BRASIL	Impactos da LRS (Lei de Resíduos Sólidos) Nos Processos Operacionais	Orlando Cattini Junior	FGV
SOFTWARE SOLUTIONS	Better, Faster Returns Processing & Data Collection Part 2	Roger Levi	Intel
WIRELESS TELECOMMUNICATIONS	Being Green and Socially Responsible	Amy Augustine	U.S. Cellular
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	U.S. Exports of Used Electronic Products	Michael Anderson	US International Trade Commission

EUROPE COMMITTEE

Presented by Kelly Davies of



OUTSOURCE OR NOT TO OUTSOURCE? THAT IS THE QUESTION.

WEDNESDAY, MAY 20, 2015 ♦ 9:00 AM
GMT+01:00, WESTERN EUROPEAN (LONDON) DAYLIGHT

Register Now



to receive the access code, password and call-in number



REVERSE LOGISTICS ASSOCIATION™

Consumer Energy Solutions Forecast: Energy Efficiency Becomes the “New Normal”

Consumer Energy Solutions, a long-time proponent of energy efficiency, sees the potential for continued economic growth coupled with enhanced environmental protection.

A recent report from the International Energy Agency notes, indicates that in 2014, for the first time in 40 years, there was a “decoupling” of economic growth and carbon dioxide emissions: the world economy grew, but CO2 emissions did not. The Washington Post, commenting on this announcement, observed that what appeared to be a tight link between economic growth and the use of more energy has seemed an almost invariant fact of the modern industrial world, and has led some to suggest that economic growth itself is incompatible with environmental protection. Clearly, it seems, that is not the case.¹

The IEA report attributes the 2014 results to a number of factors. One is China’s shift to a greater use of renewable resources; another very important one is the fact that OECD (Organisation for Economic Co-operation and Development) countries have both advanced renewable energy production and combined it with greater energy efficiency. That’s certainly the case in the U.S. electricity industry, according to Patrick J. Clouden, CEO, Consumer Energy Solutions, Inc., who adds that the report from the IEA supports, on a macro level, what his company has been seeing for years with thousands of customers: energy efficiency enables everyone to do more while consuming less power.

Consumer Energy Solutions officials say a trend taking place in the world of commercial LED lighting is affordability. In the past LED lights were significantly



more expensive than traditional lights, so making the switch could be daunting. But now it is becoming much more affordable to choose LED lights. In fact, companies can even lease them, Clouden says. CES is, on average, seeing a 30-50% savings per annum for their business clients who are converting their incandescent lighting to LED lighting. For one client, CES upgraded all types of lighting elements in one building to LED; the upgrades, for this one building alone, saved the company over \$180,000 over a five-year horizon.

On the federal level, Clouden notes, energy efficiency for consumers is being encouraged by the residential energy tax credit provision of the American Recovery and Reinvestment Act of 2009, which provides homeowners



RL Solutions – We help YOU connect to . . .

- Academic Institution Research
- Careers
- Consultants
- Emergency Recalls Providers
- Internships
- Label Standards (SQRRL Code)
- Mergers & Acquisitions
- New & Repurposed RL Facilities
- RL QUOTE - 3rd Party Service Providers

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

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

RL Solutions – It’s Confidential and FREE.

For more information visit RL Solutions at www.RLA.org

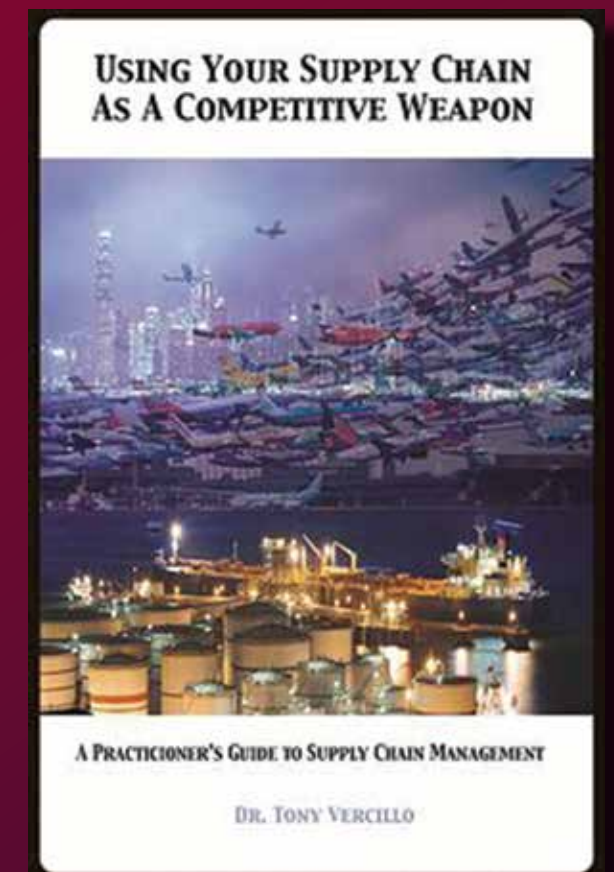
RL Solutions



Using Your Supply Chain As A Competitive Weapon

A Practitioner's Guide to Supply Chain Management By: Dr. Tony Vercillo

- Learn the secrets to supply chain success
- Learn the 10 steps to gaining supply chain dominance
- Learn why off-shoring to a foreign country may NOT be a good idea
- Learn the Technologies that make a difference
- Learn the Key Performance Metrics that will drive your business to new heights
- Learn the future of global supply chain management



<http://www.rla.org/productview.php?id=1479>

Buy Now

\$39⁹⁵

What is it all about

An in-depth summary of Using your Supply Chain as a Competitive Weapon: A practitioner's Guide to Supply Chain Management

a tax credit of up to 30% of the cost of qualifying energy-efficient improvements to their existing homes.² More broadly, the Obama administration's proposed budget for fiscal year 2016 calls for a seven percent increase in funding for clean energy and a new \$4 billion fund to encourage states to make faster and deeper cuts to power plant emissions.

Nonetheless, in February the American Energy Innovation Council, a group that includes former Microsoft Chairman and CEO Bill Gates and General Electric Chairman and CEO Jeff Immelt, issued a report stating that federal government investments in energy research, development, and demonstration projects have been flat for the past five years.

"To solve the world's energy and climate challenges we need hundreds of new ideas and hundreds of companies working on them," says Gates. "That is not going to happen without the U.S. government's continued tradition of leadership in R&D." Echoing Gates's comment, council member Norman Augustine, retired chairman and

CEO of Lockheed Martin, says, "We believe it is deeply in America's economic and security interests to double or triple long-term R&D investments. We urge this to become a priority for the new Congress, the president, and leaders of both parties."³

It seems likely that as the public comes to a greater understanding of the benefits of energy efficiency for the environment and the nation's economy, bipartisan support for intensified energy research will arise. In the meantime, there are a number of promising local initiatives in the works. In California, for example, the California Energy Commission has just released the latest in a long line of energy-efficiency standards that have made the Golden State a world leader in saving electricity. The commission is writing proposed minimum power consumption standards that it estimates would save 2,702 gigawatt hours a year of electricity, roughly the combined usage of the cities of Long Beach, Anaheim, Huntington Beach, and Riverside—an area with an aggregate population of 1.3 million.⁴

STANDARDS COMMITTEE

Presented by Ron Lembke of

University of Nevada



EXPLORING THE NEW SQRRL CODES

FRIDAY, MAY 08, 2015 ♦ 11:00 AM
GMT-07:00, PACIFIC (SAN FRANCISCO) DAYLIGHT

Register Now



to receive the access code, password and call-in number



“As a pioneer in energy efficiency, both for consumers and for business,” says Clouden, “it’s both encouraging and satisfying to see what was once regarded as a fad become the ‘new normal.’ We devote a lot of our time to helping our customers operate more efficiently, and we also pay a great deal of attention to applying new technology as it develops. In a lot of areas, such as solid-state lighting, we’re just now beginning to find out what’s possible. The future of energy use, both in this country and worldwide, will be an increasing ability to do more, better, with less.”

About Consumer Energy Solutions, Inc.:

Headquartered in Clearwater, FL, Consumer Energy Solutions, Inc. (CES) is one of the nation’s foremost full-service energy consulting companies, with over two million residential and 300,000 commercial customers across the United States and Canada, including many Fortune 500 companies. Founded in 1999 by Patrick J. Clouden, CES transitioned in 2004 from selling primarily to residential customers to selling primarily to businesses. The company’s long-standing relationships with the largest independent energy suppliers in the U.S., coupled with its unparalleled knowledge of the industry, give CES customers access to the most competitive electricity and natural gas rates available in their area. CES is dedicated

to educating its customers about the choices available to them as energy consumers, and to helping them, in a volatile energy market, to balance short-term savings against long-term risk. The company’s mission is to assist its commercial clients in better managing their energy costs so as to add to their bottom line. CES is an industry leader in providing its clients with effective strategies and solutions to reduce energy costs. References are available upon request. For more information, visit www.consumerenergysolutions.com.

1. Washington Post. [washingtonpost.com/news/energy-environment/wp/2015/03/13/for-the-first-time-in-40-years-the-world-economy-grew-but-co2-levels-didnt/](http://www.washingtonpost.com/news/energy-environment/wp/2015/03/13/for-the-first-time-in-40-years-the-world-economy-grew-but-co2-levels-didnt/)
2. U.S. Internal Revenue Service, August 18, 2012. [irs.gov/uac/Energy-Provisions-of-the-American-Recovery-and-Reinvestment-Act-of-2009](http://www.irs.gov/uac/Energy-Provisions-of-the-American-Recovery-and-Reinvestment-Act-of-2009)
3. Business Journals, February 24, 2015. [bizjournals.com/bizjournals/washingtonbureau/2015/02/why-bill-gates-thinks-the-u-s-needs-to-invest-more.html?page=all](http://www.bizjournals.com/bizjournals/washingtonbureau/2015/02/why-bill-gates-thinks-the-u-s-needs-to-invest-more.html?page=all)
4. “Computers and monitors are targets of latest energy-efficiency rules,” Los Angeles Times. [latimes.com/business/la-fi-capitol-business-beat-20150316-story.html](http://www.latimes.com/business/la-fi-capitol-business-beat-20150316-story.html)

GET ALL YOUR REVERSE LOGISTICS NEWS WHENEVER YOU NEED IT.



AVAILABLE NOW ON iTUNES AND AMAZON.COM FOR YOUR IPHONE AND KINDLE DEVICES.



REVERSE LOGISTICS ASSOCIATION™

RL Careers



PlanITROI

- Marketing Manager
- Business Development Manager - IT Asset Disposition
- Product Re-marketing Specialist

Reverse Logistics Association

- Sales Executive, Advertising
- RL Solutions Director
- Account Manager

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

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

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



RLA Membership

Network with the World of Reverse Logistics

With an RLA Membership You Can:

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

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



Our Newest Members

Platinum Members



Gold Members



Silver Members



Bronze Members



These Popular Clothing Brands Are Cleaning Up Their Chinese Factories

by Luke Whelan

It's well known that the outsourcing of clothing manufacturing to countries with low wages and weak regulations has led to exploitative labor conditions. But many foreign apparel factories also create environmental problems. The industrial processes used to make our jeans and sweatshirts require loads of water, dirty energy, and chemicals, which often get dumped into the rivers and air surrounding factories in developing countries.

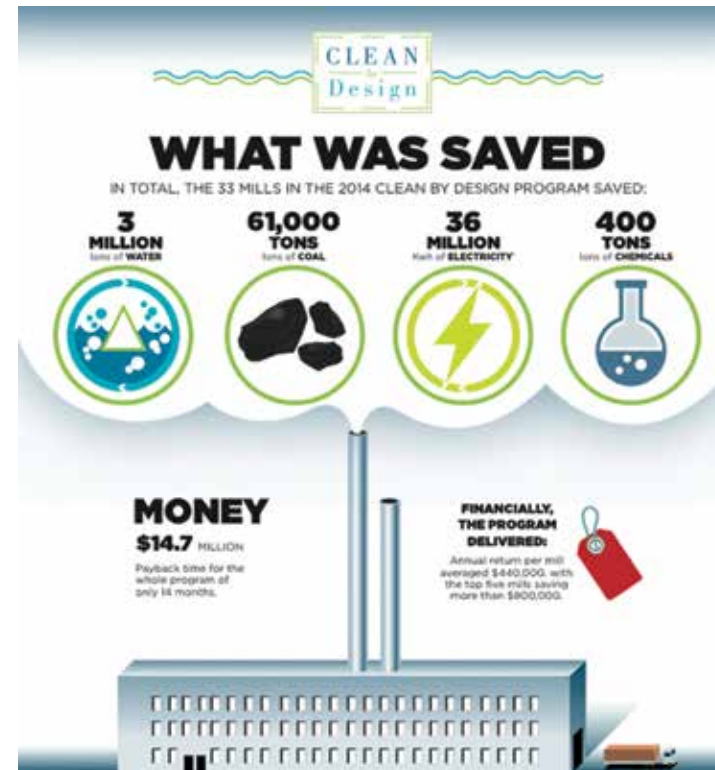
Almost 20 percent of the world's industrial water pollution comes from the textile industry, and China's textile factories, which produce half of the clothes bought in the United States, emit 3 billion tons of soot a year, according to the Natural Resources Defense Council (NRDC).

But a few basic (and often profitable) changes in a factory's manufacturing process can go a long way in cutting down pollution. That's the takeaway from Clean by Design, a new alliance between NRDC, major clothing brands—including Target, Levi's, Gap, and H&M—and Chinese textile manufacturing experts.

Starting in 2013, 33 mills in the cities of Guangzhou and Shaoxing participated in a pilot program that focused on improving efficiency and reducing the environmental impact of producing textiles. The results, released in a

report today, are impressive.

The 33 mills reduced coal consumption by 61,000 tons and chemical consumption by 400 tons. They saved 36



million kilowatts of electricity and 3 million tons of water (the production of one tee shirt takes about 700 gallons, or 90 pounds, of water). While mills often needed to invest in capital up front, they saw an average of \$440,000 in savings per mill—a total of \$14.7 million—mostly returned to them within a year.

How did they accomplish all this? Below are some of the measures that were implemented:

Upgrading metering systems to monitor water, steam, and electricity use (and identify waste)

Implementing condensation collection during the

steam-heavy dying process

Increasing water reuse after cooling and rinsing (some clothes get rinsed as many as 8 times; the final rinses often leave behind clean water)

Investing in equipment for recovering heat from hot water used for dying and rinsing, and from machines

Stopping up steam and compressed air leakage to increase energy efficiency

Improving insulation on pipes, boilers, drying cylinders, dye vats, and steam valves to prevent wasted energy

Reverse Logistics Terminology

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



Copyright © 2014 Reverse Logistics Association. All rights reserved.

“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”....



NRDC and its partners created an index that ranks the environmental responsibility of multinational corporations' supply chains. Target, Gap, Levi's and H&M are near the top of that list, while Ralph Lauren, J.C. Penny, and Victoria's Secret are close to the bottom.

Dr. Linda Greer, a toxicologist and director of the Natural Resources Defense Council's health and environment program hopes that the results of the pilot program will encourage other brands to push the mills they contract with to incorporate Clean by Design's practices.

"Multinational companies know better," she says, referring to the dismal environmental records of many major brands. "They used to manufacture everything here [in America], they know it need not look like this." Besides, she says, it's economically inefficient. "All that pollution is valuable chemicals, valuable water and energy that has been purchased and is being wasted."



Luke Whelan is an editorial fellow at Mother Jones whose work has appeared in Grist and Vermont's Burlington Free Press. He enjoys road biking and working on his Chinese. RSS | TWITTER

CONSUMER PRODUCTS COMMITTEE

Presented by Amedeo Palmieri of



LENOVO, CHANGING ITS CULTURE AND TRANSFORMING IT OPERATIONS THROUGH BOLD WORK OUT

WEDNESDAY, MAY 20, 2015 ♦ 4:00 PM
GMT-04:00, EASTERN (NEW YORK) DAYLIGHT

Register Now



to receive the access code, password and call-in number

ADVERTISER INDEX

Courage	http://www.values.com	6
Consumer Products Committee	http://www.rla.org/webinars.php	44
Europe Committee	http://www.rla.org/webinars.php	32
Logistics and Supply Chain Expo	http://www.ventas@LSCexpo.com	2
RL Certifications	http://www.rla.org/education.php	29
RL Green to Gold	http://www.rlquote.com	15
RL Solutions	http://www.rlquote.com	35
RLA Atlanta Conference & Expo	http://rltshows.com/na.php	31
RLA Device Ad	http://www.rla.org	39
RLA Membership	http://www.rla.org/memberships.php	40
RLA New Delhi	http://rltshows.com/asia.php	3
RLA News Clippings	http://www.reverselogisticstrends.com/newsletter.php	27
RLA Paris	http://www.rltshows.com/paris.php	25
RLA - Product Life Cycle	http://www.rla.org	17
RLA São Paulo	http://rltshows.com/brazil.php	19
RLA - Terminology	http://www.rla.org/reverse-logistics.php	43
RLA Webinars	http://www.rla.org/webinars.php	33
RLA Workshops	http://www.rlashows.org	45
Standards Committee	http://www.rla.org/webinars.php	36
Supply Chain Book	http://www.rla.org/productview.php?id=1479	37
Utah Life Elevated	http://www.business.utah.gov	46
What is RLA?	http://www.rla.org	23



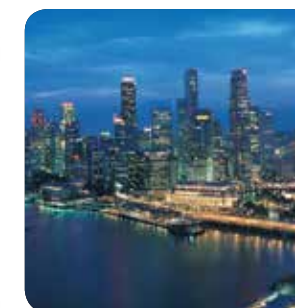
THERE IS GREAT CONTENT AVAILABLE IN RLA WORKSHOPS THIS YEAR.

You're in town for the RLA Conference & Expo, why not take advantage of your Monday and learn more about RL in an interactive classroom setting.

Beginning at 9:00AM on the day prior to the conference, a registration fee of \$999.99 allows you to attend any three workshops.

Some Past Workshops

- Successful Outsourcing - RFQs, Contracts and SOW presented by Gailen Vick, RLA
- Customer Experience by Kok Huan Tan, Senior Service Program Manager, DELL
- Leverage RL to Drive Sustainability & Reduce Expenses by Jesse LaRose, ESE Solutions



Register now www.RLashows.org

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

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

UTAH
LIFE ELEVATED™



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

60 E South Temple St. Salt Lake City, UT 84111 | 801.538.8879 | business.utah.gov