



Canada's Top Wireless Provider Speeds Advance Exchange Returns, Projects \$1M Savings in Replacement Costs

Challenge

Rogers Wireless doesn't take its commitment to customers lightly. As part of its focus on "making customer service right," the company regularly goes the extra mile to ensure consumers' peace of mind. This is evident in its Advance Exchange Program for defective devices, where it often honors Return Material Authorizations (RMAs) after the 30-day return limit has expired.

"We want to provide a great customer experience, which means not always charging for late-returned devices, but it was at a high cost to Rogers," said Paul Maitre, Manager of Production Planning and Asset Recovery for Rogers. For instance, the administrative work required to make an RMA active again and reverse the credit on a customer's account was time-consuming and distracted personnel from other tasks.

Even more critical, Rogers wasn't getting sufficient numbers of returns within the 30-day window. As a result, it didn't have enough hardware to adequately support refurbishment efforts and ended up having to spend more money acquiring new devices for Advance Exchange swaps.

Solution

Rogers needed to improve its number and velocity of returns, but didn't have the resources to accomplish this themselves. According to Maitre, "We believed we'd have more success if we stuck to our core competency—repairs and refurbishment—and engaged experts to focus on returns. So, for the first time in Roger Wireless' history, we decided to outsource Advanced Exchange asset recovery."

Rogers Wireless selected OnProcess Technology as its managed services provider because of its expertise and success record. Maitre said, "OnProcess was highly recommended by Rogers' Smart Home Monitoring business, where they did an excellent job engaging with and educating customers."

OnProcess specializes in complex service supply chain operations – the flow of people, parts and services following the sale of a product. Rogers engaged the company in fall 2015 on a 90-day pilot, which averaged 4,500 swaps per month. OnProcess conducted proactive outreach to inform Rogers customers of swap policies, identified and helped remove barriers to returns, captured "voice of customer" to improve visibility into returns, and worked closely with Rogers to enhance Advance Exchange processes. After a successful pilot, Rogers continued the engagement with a full-scale program roll-out beginning in January 2016.



► Profile

Rogers Wireless is Canada's largest wireless voice and data communications service provider.

► Service Area

Reverse Logistics

► Service

Advanced Exchange Services

► Benefits

- Accelerated Return Velocity by 5%
- Decreased Non>Returns by 5%
- Avoided \$400K in Refurbishment Costs, Projects \$1M per year
- Leveraged New Visibility to Improve Upstream Processes
- Deep Technology Integration with Roger Business Systems

“OnProcess uncovered holes in our data and processes that we didn't realize were there, and fixed them in ways that boosted our number and velocity of returns.”

-Paul Maitre, Manager of Production Planning and Asset Recovery, Rogers

Results

Accelerated Return Velocity and Decreased Non>Returns by Five Percent

"Before OnProcess, our outreach was reactive. We began contacting customers well into the RMA period to remind them about returns, but that wasn't sufficient," said Howard Green, Senior Business Analyst, Rogers.

By proactively contacting customers at the onset of each Advance Exchange and scripting calls in ways that facilitated the customer's return process, OnProcess was able to boost the number of devices returned within the 30-day window by five percent and decrease non-returns by the same amount, meeting Rogers' goal.

Avoided \$400K in Refurbishment Costs

During the pilot, Rogers realized \$400K in cost avoidance. "Not only did we refurbish many more of our smartphones, we had more new devices readily available for new customers. We're targeting \$1 million in cost avoidance this year as part of the full program," Maitre noted.

Leveraged New Visibility to Improve Upstream Processes

"Thanks to OnProcess' skill at engaging our customers, we have visibility into issues that we didn't even realize existed. This has enabled us to make upstream corrections so they won't happen in the future, and put practices in place to ensure customers know what's expected of them," said Maitre.

For instance, OnProcess identified that in some cases, devices weren't being returned because the phone numbers used for outreach reminders were invalid, so it worked with Rogers to capture alternate contact numbers. In other cases, customers hadn't returned because they never received the replacement device.



This information was provided back to Rogers to improve visibility as part of continuous process improvement. In addition, based on insights from customer conversations, Rogers also refreshed its legal documents, clarified multi-lingual messaging for customers and updated its Advance Exchange collateral.

Deep Technology Integration with Rogers Business Systems

The success enjoyed by the Advance Exchange engagement is partially due to OnProcess' use of technology to integrate previously disparate customer-related data points, such as contact info, device details and returns tracking, and to streamline processes. To further simplify processes, Rogers plans to extend integration to its billing system. "The more we can integrate OnProcess' technology into our key business systems, the more we'll be able to eliminate manual tasks, improve efficiencies and accelerate critical processes," said Maitre.

“ OnProcess enabled us to be proactive with our customers and smarter about how we manage swap orders. Now that we get more devices back faster, we spend significantly less on replacements. ”

-Howard Green, Senior Business Analyst, Rogers