

## CASE STUDY

# CDW COMPLETES ITS OWN MODERN WORKPLACE DIGITAL TRANSFORMATION BY SWITCHING TO AN OPEX DAAS MODEL

By working directly with Apple Financial Services, CDW achieved a companywide upgrade to 5G connectivity with iPhone 12's, and then recycled legacy devices raising £18,600 for Barnardo's.



### OVERVIEW

- CDW replaced all of its coworkers legacy iPhone 7 mobile phone estate with 850 new corporate 128GB iPhone 12s, funded via Apple Financial Services with a 2-year refresh cycle
- Utilising a market leading mobile device management (MDM) toolset ensured that coworkers had secure access to company email, data and applications.
- To help manage the process while stay-at-home measures were in place, the company developed and implemented a new intelligent automation tracking system to assist with distributing new devices and retrieving used ones
- The transition resulted in a surplus of legacy mobile phones, which CDW donated to charities and sold to technology reseller and circular economy champion, Re-Tek
- All proceeds from the sale of the old devices were donated to the UK's largest children's charity, Barnardo's

### ABOUT CDW

- £1bn+ organisation, 1,300 coworkers across 7 sites in the UK
- CDW's Payment Solutions teams now have a global coverage with locations UK/ International, USA, and Canada
- The teams are formed of experienced leasing and payment solutions advisors to provide financing options to best suit customers investing in Apple technologies and agnostic solutions
- CDW provides these services as a standard offering to support all customers through their decision processes to meet procurement requirements and to deliver best value and service

### CHALLENGE

CDW's coworkers rely on state-of-the-art workplace technology to do their jobs efficiently and effectively communicate with and support their customers. However, after years of continuous growth, the company lacked consistency across its tech estate. CDW's IT team were kept busy and incurred rising costs when having to regularly replace and refresh its coworkers' workplace technology – including its estate of iPhone 7 company devices.

However, prior to the transition, work-at-home measures were enforced due to COVID-19. This required the IT team to modify its processes and ship devices to and retrieve them from individuals' home addresses, rather than managing the process in-person in corporate offices. Additional well-being measures also needed to be put in place for essential workers who continued to work in the company's warehouses and distribution centres.

Furthermore, CDW wanted to ensure the used and returned technology would be handled ethically and sustainably and would have value for future users and the wider community.

### SOLUTION

CDW's finance and IT leaders analysed its options and concluded that the company could source a higher quality of equipment and save money by replacing all its mobile phones at once and by transitioning from an owned (CapEx) model to a financed (OpEx) model. Senior management agreed and plans were put into place for a company-wide mobile phone replacement programme.

CDW approached the challenge by first consulting with its coworkers through an employee survey to understand how they were using their phones and to ask them what replacement devices they would prefer. Based on the results, the company chose to work with Apple and discovered that by utilising Apple Financial Services (AFS) they could equip all coworkers with higher specification devices than originally thought.



The team were able to secure new iPhone 12s which provided best-in-class capabilities and 5G connectivity. Other benefits included improved staff satisfaction by empowering CDW coworkers with hero devices for optimised user experience and connectivity. CDW were also looking for ways to reduce their carbon footprint and the Apple iPhone 12 is the first smartphone with 100 percent recycled rare earth elements in all magnets.<sup>1</sup>

CDW leaders discovered that moving to a finance model provided the most value and benefit to the organisation. As a result, the company has entered a 2-year iPhone refresh cycle with Apple Financial Services.

"Our old iPhones were at the end of their lives. When the opportunity arose to move to a high-end device that would meet our operational needs arrived, we seized it. We took the option to roll out iPhone 12s through Apple Financial Services. The new devices had huge appeal for the whole workforce, and we have received fantastic feedback", said Dan Forster, Head of IT (UK & International) at CDW.

With its expertise in overseeing digital transformation projects for its clients, CDW was well prepared to manage its own technology replacement programme. However, global supply chain challenges during the pandemic were a key consideration for the organisation.

"With so many devices needing to be coordinated, it was a challenge and one which was exacerbated by the pandemic accelerating decisions. Fortunately, as the world's largest reseller, CDW are very close to the supply chain, and we were able to plan and manage this effectively," said Sam Tiplady, UK Financing and Solution Manager at CDW UK.

**“ We’ve been able to do for ourselves what we do for our customers on a day-to-day basis. Reducing the cost of ownership, contributing to our social responsibility, and improving employee satisfaction – in the current climate, these are strategic focus areas for us and for all our customers. ”**



**Malcolm Pape**  
**CDW UK CFO & VP International**

Device management was made seamless by adopting a market leading toolset, which CDW already utilise to support existing Device-as-a-Service (DaaS) customers. The security and protection to the enrolled iPhone 12 devices ensure secure access to CDW's email, files and apps and enable CDW admin to assign policies. The solution allows CDW to centrally manage the iPhones, saving time in IT admin and reducing potential downtime.

Stay-at-home mandates also added a layer of complexity to the programme as devices needed to be shipped and retrieved from coworkers' homes in hundreds of unique locations. To simplify the process, CDW developed a bespoke QR code that each recipient could scan when they received their new iPhone. This triggered an intelligent automated process that gave the IT team visibility over the status of the devices and allowed coworkers to select the time and location where the old devices could be retrieved.

Once the old devices were retrieved, CDW conducted a defence-grade wipe and refurbished and graded-for-quality each of the devices that were no longer required. This was essential in ensuring they could be reused and repurposed in a way that did not damage the environment.

CDW realised it had a unique opportunity to help people in need and extend the lifecycle of the technology.

The company was able to donate many of the devices to organisations in their communities, including 100 devices each to Salford City Council, Tyneside Council and 50 devices to Stemettes, a CDW partner and social enterprise which encourages girls aged 5–22 to pursue careers in Science, Technology, Engineering and Maths.

Given the high residual value of Apple technology, CDW approached its long-standing partner, technology refurbishment and remarketing specialist, Re-Tek. Re-Tek were able to buy the remainder of the used devices for £18,600 and CDW in turn donated this directly to Barnardo's.

"CDW are one of Re-Tek's longest-standing and biggest partners and we're proud to be able to support them in meeting their own sustainability goals by reselling and extending the lifecycle of their technology. This was a great project because the results will benefit everybody," said Michael McCue, CDW's Partner Account Manager at Re-Tek.

According to Malcolm Pape, CDW UK's CFO: "We've been able to do for ourselves what we do for our customers on a day-to-day basis. Reducing the cost of ownership, contributing to our social responsibility, and improving employee satisfaction – in the current climate, these are strategic focus areas for us and for all our customers."

<sup>1</sup> [https://www.apple.com/environment/pdf/products/iphone/iPhone\\_12\\_PER\\_Oct2020.pdf](https://www.apple.com/environment/pdf/products/iphone/iPhone_12_PER_Oct2020.pdf)

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## OUTCOME

CDW's iPhone replacement project was successful on many fronts. The iPhone transition process was completed in record time and old devices were saved from landfill. This will help to reduce CDW's carbon footprint, reduce polluting toxins from disposal and reduce the impact of labour and production when creating models from scratch. All these factors will help CDW meet its goal to maintain a 90% or better diversion rate to keep waste out of landfills.

This had the added benefit of being able to make a donation to Barnardo's to help the charity meet its goal to deliver services and work with families, communities, and partners to transform the lives of vulnerable children who are affected by adverse childhoods.

Overall, there were four key outcomes:

- CDW coworkers are delighted with the quality and reliability of the new iPhone 12 devices.
- The new 2-year finance model includes fixed quarterly costs and resulted in a 27% cost savings versus buying upfront. CDW has also reduced its servicing and maintenance costs and will benefit from Apple's high residual value during the next coordinated upgrade.

- The used devices were saved from landfill and were instead refurbished and recycled through CDW's partnership with Re-Tek.
- The sale of the legacy devices generated £18,600 which CDW was able to donate to Barnardo's.

Coworker feedback has been outstanding, Dana De Gouveia, Marketing Executive at CDW commented "My iPhone 12 enables me to seamlessly create, update and engage with CDW's social content, providing our customers with key information in real time. I feel hugely valued knowing that CDW has invested in me by providing the best tools to do my job."

Richard Campbell, Central Billings Manager at CDW, also shared that "Having this new iPhone 12 has given me the best technology at my fingertips. During the COVID-19 pandemic we have missed some benefits of being in the office, but this has allowed me to engage with coworkers and customers as quickly and efficiently as possible."

The success of the project was a result of great collaboration between CDW's coworkers and partners, and it played to many of CDW's greatest strengths: its focus on coworker satisfaction and well-

being, innovative problem-solving capabilities, multi-faceted project management and a commitment to supporting the communities it serves.

"Barnardo's has been a customer for as long as I can remember, and we have worked on some exciting and worthwhile projects with them in the past. It is wonderful to be able to help them, they are a fantastic charity, who are doing great things for people. It has been a real group effort across CDW and it is a fantastic result that we have been able to give back to so many worthy causes," said Mark Murphy, Head of Technical operations and Physical Security (UK & International).

Commenting on the donation, Kieron Thorpe, Head of Operating Technology at Barnardo's said: "This is absolutely fantastic! The funds will make such a difference to those children most in need by helping us deliver the services they so desperately need access to; and help provide much needed IT equipment to enable vulnerable children and young people access to these crucial services. I and the team in Barnardo's greatly appreciate CDW's continued support."



To learn more about how CDW can help you switch and benefit from an OPEX DaaS model, please contact your Account Manager or email [customersuccess@uk.cdw.com](mailto:customersuccess@uk.cdw.com)