



CASE STUDY

Company achieves significant savings, improves communication throughout entire process

LEADING WIRELESS TELECOMMUNICATIONS COMPANY

THE CHALLENGE:

An industry leading wireless telecommunications company with over 5 million users and nearly 6,000 employees was looking to transform their contingent worker program. Beeline initially served as the VMS and MSP provider beginning in 2004 with IS. In August of 2012, Adecco (Beeline's parent company) announced the creation of Pontoon services which would split the services into two categories; VMS and MSP. Because of this, the company decided it was time for a change.

An enterprise-wide review of the program was conducted and it was discovered that the company had not completed an RFI/RFP process for their VMS, MSP or Staffing Suppliers since inception of the program in 2004. The findings included:

- 110 suppliers
- Outdated contracts
- Multiple, different departmental tiers
- Niche vendors directly sourced
- No controls for adding new suppliers
- No Formal RFI/RFP in years
- Suppliers directly contacting hiring managers

As a result the organization identified the following risks outside of cost:

Security:

It was identified there were instances where SOW consultants who had not supported the organization in the previous 90 days or more continued to have access to computer systems.

Contracts:

The organization had made several updates to their supplier contracts from a Data Privacy and Security perspective throughout the years, however the majority of our contracts with current staffing vendors dated back to 2005 and had not been updated.

It was also identified that some SOW related assignments were not in the centralized procurement database.

Visibility:

While cost reporting did exist, overall SOW and contingent workforce FTE data availability was minimal and inconsistent.



THE SOLUTION:

The organization took a three prong approach to solving for each of the opportunities that existed and began by building the foundation. They first conducted an RFI/RFP for both their VMS and MSP solutions. The organization wanted to ensure the system and support were the first priorities so they had solid solutions in place to support an optimized supplier pool. After a thorough review, the organization made the decision to continue with the current Vendor Management System (Beeline) with a new contract and introduce an Internal Managed Program (IMP) and continue with launching SOW into the program after a pilot is conducted.

The benefits of this solution were:

- Based on industry expertise, internal or self-managed program drives a faster change management process when introducing new policies, procedures and processes
- Stronger relationships with Suppliers as they are working directly with the organization vs. an outsourced organization in the middle
- VMS continues to be the same system interface that the hiring leaders were familiar with
- Ability to introduce SOW, expenses and other program enhancements remains
- Beeline offers an enhanced support structure for internal MSP's
- Significant cost savings
- Visibility into all contingent workforce at company
- Reduced security risk with onboarding/offboarding process for all contractors
- Ensures all SOW related contracts have gone through the appropriate vetting process with Data Privacy and Security
- Ensure company is following the competitive bid policy for work that is expected to be over \$75K
- Allow company to audit T&E expenses to ensure contract compliance

**VOICE OF THE BUSINESS
WAS HEARD.**

So, while the VMS tool is fairly new to the Company, the IMP is not. The implementation process did require change management that took about nine months and a deep dive into the old processes, but the company has already realized many benefits. Overall, the process was smooth and the transition was easy.

THE RESULTS:

Once the organization had a solid foundation in place it was able to move into the final phase and conduct an RFI/RFP to optimize their supplier pool. The organization identified a cross-functional team to support this process to ensure Voice of the Business was heard throughout the organization which would result in a smoother change management. The organization went through the following:

- Removed suppliers with no spend for 2+ years
- Conducted an RFI with over 65 current and new suppliers
- Conducted an RFP with 35 current and new suppliers
- Conducted a reverse live markup auction
- Identified the top 20 suppliers that would be joining the program
- Reorganized tiers throughout the organization
- Completed Supplier MSA's with clear SLA's

From there the organization implemented the following to ensure suppliers were setup for success in the new structure and program:

- Implemented a supplier on-boarding tool
- Rules of Engagement Overview
- Relationship Structure
- Communication with the organization
- Requisition Process
- Rate & Resource Management
- Timekeeping & Invoicing
- Reporting in Beeline
- Performance Tracking
- Program Adherence Management and Penalties
- Monthly Supplier Calls
- Quarterly Business Reviews

**ORGANIZATION ACHIEVED
ANNUAL COST SAVINGS OF
\$4.7 MILLION**

As a result of going through an extensive and thorough review and establishing a sound foundation for the contingent worker program, the organization achieved an annual cost savings of \$4.7M (average of 10% of overall spend).

MICHELLE COX

Michelle Cox serves as Executive Vice President of Client and Supplier Success with EverHive and is the Founder and CEO of [Believe in You Coaching, LLC](#). Michelle is responsible for creating and managing the Contingent Workforce Supplier and Client strategy to drive partnership, cost savings, compliance and risk avoidance. Previous to taking this role, Michelle led the strategy and implementation of the Contingent Workforce program at U.S. Cellular, as well as the start-up and management of multiple call centers across the globe with recent efforts in countries like Nicaragua, El Salvador, and Jamaica. She has over 20 years of executive experience, building and leading teams of all sizes from the ground up, with documented success in delivering long-term results.



ABOUT EVERHIVE

At EverHive, productivity is our passion. As vanguards of the global workforce, we're one of the few companies in the world guiding top-grossing corporations in maximizing their contingent worker programs.

EverHive empowers its clients to gain a competitive edge through strategic, efficient, and effective contingent workforce solutions management. No more unresponsive Managed Service Providers (MSPs). No more disjointed systems. EverHive builds a custom workforce management system that will grow with your company—on your terms.

EverHive was founded by Talent Acquisition and Business Operation experts with a simple goal in mind: To truly be a strategic partner for companies that need clear, effective, and high-performing solutions to managing their contingent workforce.

Contact us today for a complimentary evaluation of your program at info@everhive.com or visit our website at www.everhive.com