



# CASE STUDY

**Qualcomm Reduces Fees and Develops Worker and Supplier Relationships with IMP**

**QUALCOMM®**

Founded by seven people in 1985 to create “quality communications,” today Qualcomm (www.qualcomm.com), a mobile wireless technology company, spans across more than 170 offices in more than 40 countries and employs approximately 30,000 people worldwide.

Like many other organizations of its size, Qualcomm’s contingent workforce accounts for about 8–12% of its personnel.

## THE CHALLENGE:

Ed Hidalgo, senior director of staffing for Qualcomm, says the company was challenged in keeping up with HR outlier areas such as immigration and worker relations.

“We were having trouble getting to the nitty-gritty side of HR,” he says. “RPOs provide broader services and do not have a strong understanding of things like immigration visas and with MSPs; we wanted them to focus on a specialty area of our recruitment. We really needed to mitigate our risk and ensure compliance. We needed the right temp at the right time in the right place.”

## THE SOLUTION AND BENEFITS:

Enter the internal managed program (IMP) for its contingent workforce. Hidalgo believes that not many recruitment process outsourcing (RPO) services can go head to head with an IMP. For example, if a sexual harassment case lands on a recruiter’s desk, there would be minimal incentive for providing it with appropriate attention.

**QUALCOMM’S  
SENIOR DIRECTOR OF  
STAFFING SAYS THAT THE  
CONTINGENT WORKFORCE  
IS THE “FUTURE OF WORK”  
AND COMPANIES SHOULD  
START TO PREPARE  
TODAY.**

Hidalgo explains that, if handled correctly, an IMP can vastly improve an organization's relationships with suppliers, as well as help boost worker relations. This improvement of the external and internal environment provides greater connectivity and efficiency.

“Our suppliers know we are truly vendor neutral and that we really know our business. An IMP can really foster loyalty on the supplier side and ensure that they are giving us exactly what we need. They become trusted partners,” he affirms. And business partnerships provide long-term benefits.

As partners, suppliers appreciate working with Qualcomm's IMP because they now have a deeper understanding of the organization's needs. “As a result, suppliers think out of the box for us and are much more proactive,” Hidalgo claims. “They really go that extra mile to keep us happy. It's important that we have a supplier base we can regularly trust and rely on.

“Our managers are tough to hire, so when we can report that we have better-quality hires and minimal turnover, we know we are doing something right. Basically, our tracking metric is this: ‘Do we have happy customers?’ If the answer is yes, we are successful,” he informs.

But like any new implementation, especially when larger in scale, there were certain challenges. Hidalgo offers that the most difficult of these were combatting the learning curve and finding the right skills to manage an RPO. Overall, though, the value the IMP provided far outweighed these initial obstacles.

Also, in late 2010, Qualcomm pitched (and won) the opportunity to build its vendor management system (VMS) tool from scratch. While many companies looked to Excel spreadsheets or Access databases as a temporary measure, Qualcomm intended to build a long-term solution customized to its unique needs. It assembled a cross-functional team sourced from multiple departments. The response from the supplier base was overwhelmingly positive.



A telling example of the VMS tool's usage involved requisitions. There were more than 500 open requisitions being sourced and managed in the tool around the globe by its internal program — the contingent workforce (CW) sourcing and scheduling team. This team manages the tool, evaluates the talent, provides feedback to suppliers, works with the candidates and coordinates the entire talent acquisition process. Its mission is to work with internal customers and suppliers to ensure that they engage the right worker at the right price at the right time.

**Hidalgo advises that organizations should consider forming an IMP when they see the following occurrences:**

- High turnover with onsite personnel
- Paying for more than what's needed

A comprehensive implementation can help teams focus on maintaining service levels through collaboration and support and make the transition from an outsourced program to an insourced one much easier.

**Finally, Hidalgo shares that after implementing its IMP, Qualcomm realized several key benefits:**

- Reduced fees
- Significant ROI
- A solid supplier base that better understands organizational culture
- Less turnover
- Quicker time to fill
- Better-educated suppliers
- Positive communication with worker relations
- Better quality of hires

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Ed Hidalgo, Senior Director of Staffing

## THE BOTTOM LINE:

An IMP can provide immense monetary and non-monetary value to an organization: “Basically, an IMP that adds a self-sourcing model and a comprehensive VMS works well; it’s a win-win for all,” Hidalgo concludes. “It can provide top talent, drive compliance and yield tangible savings.”

## ABOUT EVERHIVE

At EverHive, productivity is our passion. As Vanguard of the global workforce, we’re one of the few companies in the world guiding top-grossing corporations in maximizing their contingent worker programs. That’s because we’re leading the way in analyzing complex global market trends surrounding Total Talent Management, and understanding the harsh realities that all companies must face in remaining competitive in today’s rapidly changing and interconnected economy.

EverHive offers a progressive MSP model to keep the power where it belongs – with your own company. We work with your internal thought leaders to assess and build an internal management process that fits your company, your culture, and – ultimately – your bottom line.

EverHive and its team have armed some of the largest companies in the world with the tools they need to successfully manage their contingent talent. It’s time for your company to realize the same tools for success.

Contact us today to discover how EverHive can help you. Visit us at [www.everhive.com](http://www.everhive.com) or drop us a line at [info@everhive.com](mailto:info@everhive.com)

