Qualcomm Inc.

Amplifying global employee
and partner training with
on-demand video

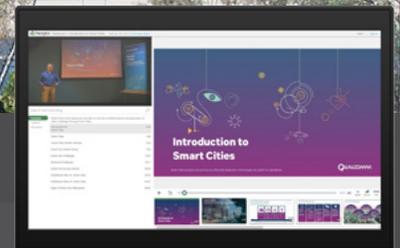**8,000**
LEARNERS

30+
SESSIONS

8-40
HOURS PER CLASS

→ *Click to see one of Qualcomm's videos*

"Quality Communications." That's the goal upon which Qualcomm Incorporated has created the very foundation of the mobile industry. Thirty years later, it's Qualcomm technology that lies at the heart of almost every component of today's wireless world.

Of course, the simplicity of that founding mantra is in stark contrast to the complexity of the company's business. Today, Qualcomm relies on the technical insights, intelligence, and innovations of more than 27,000 employees around the world to ensure its technology allows mobile phone signals to stay strong, systems to operate swiftly, and a vast range of sophisticated software and services to successfully deliver information, monitor processes and activities, and enable communications.

Innovation is at the heart of Qualcomm's corporate culture, and a value the company relies on in order to maintain its place at the head of its market.

Supporting that culture at Qualcomm is another closely-held principle: fostering employee learning and development.

About Qualcomm

Qualcomm Incorporated is one of the world's leading semiconductor companies. Its technologies and services make up much of the foundation of the modern wireless telecommunications industry. It's estimated that around the world, people touch something made possible by Qualcomm technology billions of times daily.

Today Qualcomm prides itself on a company culture that prizes innovation and expertise. Its mission is to ask the little questions that lead to big ideas.

Headquartered in San Diego, California, Qualcomm operates in 157 locations worldwide.

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Searching for lower-cost, more scalable training

For Qualcomm employees, partners, and contractors, the company's commitment to continuous learning is always readily apparent in the sheer volume of training options the company offers.

Qualcomm's Corporate Learning Center alone facilitates more than 300 instructor-led training events annually, along with a nearly endless stream of informal knowledge sharing sessions, guru talks, and brown bag discussions. And that's just the core learning and development team — the Qualcomm Wireless Academy delivers another 300 classes each year specifically for the company's Engineering Services group.

Along with a litany of live in-classroom sessions, Qualcomm uses video to extend the availability of many of its training courses, making them available on-demand to its engineers, analysts, executives, and other members of the organization.

The benefits of on-demand video, however, were soon outweighed by the time and costs required to create it.

When Qualcomm first began creating video recordings of its training sessions, the company relied on an outside vendor to record and produce each video. Sessions were typically ready to share a week or two after the original presentation, and each added a new invoice against the team budget.

For any individual session, those weren't pressing issues — but as the company sought to record more and more training events, and more and more partners, executives, and others requested technical improvements like faster streaming, mobile-readiness, simplified sharing, and more comprehensive video content search, it quickly became clear that the way the company's learning and development teams were using video simply couldn't scale. And that problem, in turn, meant it would be very difficult for the rest of the teams' initiatives to scale as well.

Collectively, the teams set about looking for a more efficient tool to deliver video for eLearning, and that's when Qualcomm discovered Panopto.

As Dana Sanderlin, Director of Product Management, recalls, "When I first found Panopto, I thought 'Wow, we could create all this video ourselves, and it would be easy. This could open up our world.'"

> **"** For a technical subject, search is critical. Panopto helped us ensure our recordings would be resources our people could go back to, find the information they need, and get back to the solving the task at hand. **"**

— **Dana Sanderlin,** Director of Product Management, Qualcomm Inc.

Training video production in a matter of minutes

In her role at Qualcomm, Sanderlin leads delivery operations and products for the Qualcomm Wireless Academy, which supports corporate engineering services.

Engineers at Qualcomm are expected to be experts on the 3G and 4G wireless standards, international standards created by groups of telecom organizations. With that expertise, Qualcomm engineers are charged with supporting wireless operators around the world and ensuring that their networks are optimized to perform at their best. This is particularly important during the massive spikes in network activity generated by mega-events like the Olympics, the World Cup, or the Super Bowl which are now routinely streamed online to mobile phones and tablets around the world.

Those wireless standards, however, are exceptionally detailed technical documents. It's not the type of information that can be skimmed and quickly understood. To manage that complexity and translate these complicated documents into understandable information the Qualcomm Wireless Academy was designed to offer a comprehensive training regimen.

Every year, the Qualcomm Wireless Academy trains more than 8,000 students on 30 subjects related to the 3G and 4G wireless standards. The courses are long — many running three full days or more — and revolve around a set of dense technical handbooks more akin to a college textbook than a quick reference guide.

It's a lot to take in all at once, which is exactly why Qualcomm also records its Wireless Academy sessions. The company has found that video enables learners to go back and revisit topics on-demand, making it easy to review anything from a specific detail to an entire subject, at exactly moment it's most relevant.

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> — **Dana Sanderlin,** Director of Product Management, Qualcomm Inc.

"Usually in eLearning, you might dumb things down a bit. But that's not true at all for highly technical training," said Sanderlin. "For the highly technical training we're providing in the Wireless Academy, our engineers want all the details — as much as we can give them. We've found video works for that, and it's worked for us for many, many years."

Indeed, the Qualcomm Wireless Academy had a long history of using video to supplement their training courses. But increasingly, the team had found that the cost to generate a complete training video with a third party AV team — recording the class, producing the video, including slides and notes, and indexing the spoken and on-screen content to be searchable — was just too costly.

To allow the team to continue to grow and offer new and updated training, Sanderlin knew she needed a tool that could help the team's efforts scale. Her team was among the first at Qualcomm to test Panopto.

"Panopto gives us a cost-effective tool to expand the way we do eLearning," says Sanderlin. "With Panopto, we can record the one, two, and three day classes, put them in a playlist section by section, and present both the video of the trainer and the slides side by side. We can update existing recordings whenever we need, and continually enhance our training library."

Also important is Panopto's ability to index and search every word spoken or shown on-screen in the training videos.

"For a technical subject, the ability to search the actual spoken and on-screen content becomes critical," notes Sanderlin. "When you're in a training session that might last a day or even a week, the point isn't really to remember — it's to see how things work and learn where things are, and achieve an understanding along the way. Panopto helped us ensure our recordings would be resources our people could go back to, find the information they need, and get back to the solving the task at hand."

Panopto makes it easy to record, manage, share, and search video. Training teams can use Panopto to record video of virtually any kind of training activity — anywhere, anytime, with any video recording device — from HD camcorders to simple webcams, and even smartphones and tablets. Along with each new video recorded, organizations can quickly upload their existing libraries of training videos to their secure, centralized Panopto video library, where they are automatically transcoded for optimal playback on any device, completely indexed for search, and made shareable so that others with approval can watch them on-demand.

With Panopto, the technical aspects of video production and management are taken care of instantly without the additional time and cost of working with third party AV specialists. Training teams just click "record" and present — Panopto takes care of the rest.

"Today our team has come to expect video as part of our training programs," reports Sanderlin. "Alongside instructor-led classrooms and our coursebooks and self-study guides, video makes it possible to watch and rewatch the class on-demand, learn who the subject matter experts are, and collaborate more internally."

Designing an on-demand training library at scale

At Qualcomm, supporting the company's culture of innovation means encouraging employees to learn something new every day through a combination of formal and informal training. This is the charter of the company's Corporate Learning Center. The group is responsible for curating a vast array of knowledge — from highly technical engineering lectures to sessions on business management, project management, program management, leadership, finance, and more.

Ken Davis is a Senior Learning Technology Specialist in the Corporate Learning Center. It's his job to help the organization use technology to continually expand the scope of its training activities, and to help deliver all that information to the company's global and mobile audiences.

"We wanted to make more use of more content," recalls Davis. "We had about 300 instructor-led events per year, but there were other opportunities that weren't getting recorded — things like guru talks, knowledge sharing sessions, and brown bag discussions. We knew there was a wealth of great information being presented in those environments, and we wanted to capture it to make it available anytime, anywhere, for everyone at Qualcomm."

For Davis, that started with getting the right supporting tools in place. And foremost on his list was a better way to manage the organization's video content.

"We wanted to be able to share simultaneous video of the instructor with the slide deck," Davis says. "That's what we'd been doing with our video specialist team. Sessions were recorded to an internal file share, then the video was pulled out of that and given over to the specialists. They'd turn it around in a different program, produce the video, add slides, and append an index. The video was a great resource, but the whole process took 10-12 weeks — now we get all that from Panopto in a one-touch recording."

With Panopto, it's easy for the Qualcomm team to record just about anything. "Now we just have the presenter come in with their presentation on their computer, sharing whatever they like on their screen. And we have a separate computer that records audio and video separately. And we record both of those into a single session, and then from that, we get a really nice presentation we can index and make available."

From there, according to Davis, "It quickly expanded into all kinds of different concepts — providing video for our website, on mobile applications, everywhere. With Panopto we could have our video content in the cloud, meaning we could get it out there quickly, share it, and support it."

And that flexibility is opening up new options for the Qualcomm Wireless Academy, too. "Right now we ask our subject matter experts to record short podcasts where they share their institutional knowledge," says Sanderlin. "It's already very popular. And now we're working to make the switch to recording video podcasts — making those bite-sized technical concepts even easier to understand because we'll be able to include a video for people to follow along."

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Scaling training for a global organization

As Qualcomm's learning and development teams look to the future, a key consideration is in how best to scale their learning and development resources to a worldwide workforce.

"We're growing globally," says Davis. "We've doubled in size in the last 10 years, and today we actually have more people in our international offices than we have just in the US. So how do we continue to support that? If we had a major software change, how can we get that message out if we're only doing instructor-led training? We'd have to pay to get a dozen people to go out and lead the classes, and that's an expensive proposition. We see it being a wiser option to hold that session once in the room, and use Panopto both to broadcast that class out live to 100 people in remote offices, as well as record it make it available on demand."

Already Panopto is helping the team reach offices around the world more efficiently. "In the past, when we recorded the video into our own internal video library, our people in India had to go through all of the different network hoops

to try to get to that server from halfway around the world," reports Davis. "It was buffering. It was slow. It wasn't an ideal experience. Now with our installation of Panopto on the cloud, we've had people come back from India and say, 'I don't have to wait for 20 minutes for the video to start. It starts right away.'"

Along with improving accessibility, Qualcomm is looking to video to maintain the visual nature and interactivity of the classroom environment. "We're looking from the perspective of the engineers who want to see and interact with the person that's teaching the program," says Davis. "That's especially important in our remote offices — they want to know that someone here in the home office is there to walk them through the information. On-demand video has been a key part of that, especially in Europe and Asia, where eLearning is already culturally a part of how people expect to be taught."

Looking to the future — fostering training with collaboration

As Qualcomm's learning and development teams continue to expand support for formal and informal training activities all around the world, they've also set their sights on another key trend in employee training — education through social learning and collaboration.

Today, virtually every organization relies on social learning as a key part of their learning infrastructure, but for the vast majority, all those tips and best practices that employees share with one another go unrecorded. The knowledge of key experts walks out the door with them each night — meaning it's often unavailable to anyone who may need it.

"Today our employee relations and communication groups are leveraging more and more Panopto presentations to enable that kind of social knowledge sharing to happen," says Davis. "And the reason for that is because of the unique capture capability that Panopto has to capture what's on your screen, along with additional video from additional cameras, and bring it all together and make it easy to search and share."

"In the future, I'd like to get to a point where everyone at Qualcomm can use Panopto for collaboration," says Sanderlin. "Collaboration between everyone on our team is so important for us to remaining a technology leader. Our engineers learn so much from each other — already it's a very powerful force for innovation. Tapping into that and scaling it with Panopto could help us foster an even more collaborative environment, where everyone at Qualcomm can really exchange ideas and insights, learn from one another's expertise, and share the intelligence we have that will help us keep on innovating."

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