

## Cineworld Cinemas

Cineworld Cinemas has a unique position in the Cinema Exhibition Industry as the only publicly traded cinema chain in the UK, Ireland and The Channel Islands. It is Cineworld's aim to provide a clean, safe and pleasant environment for all their customers and employees and remain socially conscious members of the communities in which they operate.

Cineworld strive to deliver value and superior service to their customers while providing an unrivalled and innovative cinema going experience. Through ongoing learning and development initiatives they endeavor to provide an environment offering motivation, succession and growth opportunities for their employees.

As part of Cineworld's strategy they elected to implement an online recruitment management system.

The existing recruitment process was too manual and inconsistent. Interested candidates emailed their CV to a central inbox and such was the strength and appeal of the brand that on occasions the central HR team would receive in excess of 1,000 candidates per week. High volumes and a small central team made it difficult to sift and send candidates out to the cinemas in a timely fashion, impacting the time to hire, and the customer experience. In the absence of an IT software solution it made it difficult to measure the success of any recruitment investment or campaigns.

It was time for change and after

researching best practice in the online recruitment market the Head of HR identified Changeworknow as the partner of choice for their highly candidate centric and metrics oriented approach to online recruitment.

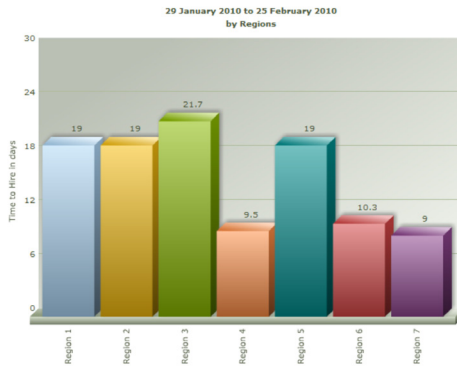
Cineworld wanted a recruitment system that would give Cinema Managers a tool to select the right people, at the right time, for the right roles which would enable the Company to treat all candidates fairly and consistently. This would be a significant change for Cinema Managers, who were used to relying on the central HR team in forwarding all speculative candidates to them for review and then shortlist for interview for any potential vacancies.

So the new tool had to be set up with their needs in mind.

Online recruitment is not a one size fits all, and to ensure that the solution was going to be relevant and usable to both candidates and end users Changeworknow's consultants supported Cineworld with an overhaul of the end to end recruitment process in order to:

- Streamline and improve the recruitment process
- Review and agree on what 'good' looked like for Cinema based staff
- Incorporate the organisation's values into the application process
- Build into the process a 'good candidate experience'
- Establish key metrics
- Establish a plan for change

calibre of candidates had improved significantly since the implementation.



The outcome was a solution that would radically change cinema recruitment.

### Results

The system was launched with visible senior management support and applicants immediately took advantage of the candidate friendly vacancy searching and online questionnaires.

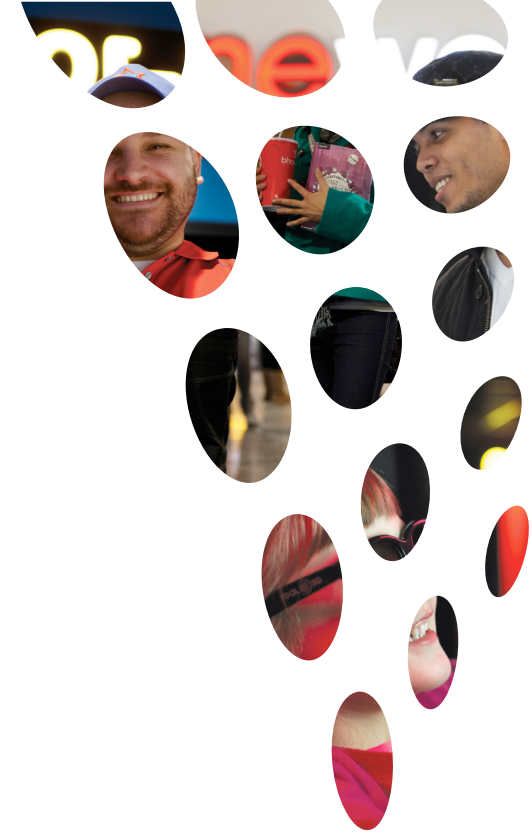
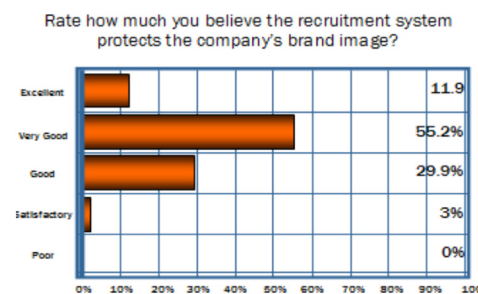
Within the first 3 months over 7,500 candidates had started the online application process. Thanks to the screening questionnaires and immediate online feedback to candidates, 50% of those candidates decided not to progress their application. The Cinema managers were able to easily assess the calibre of the remaining applicants through the Applicant Tracking System and advise candidates on their suitability quickly and efficiently.

Successful candidates were then moved through the process using the system and time to hire results was impressive. In a six month period average time to hire went to just 20 days. Feedback from managers was positive as they reported that the

The ratio of acceptances to offer has improved by 100% and retention levels are also improving as new hires are a better fit for the roles. An internal survey amongst Cinema Managers also showed the following:

- 87% of managers rated the new selection process better than the previous one
- 100% of managers agreed that the new system supported and looked after Cineworld's brand image

The new approach to recruitment is now 'business as usual' for Cineworld Managers and candidates receive a brand enhancing online experience



every time they apply. The central HR team now have a full array of management information and are confident in the knowledge that hiring decisions are being made consistently across the estate. This ensures that Cineworld's customers receive excellent level of customer service and receive an excellent experience, every time.