Talent Acquisition

BLUEPRINT REPORT

Hard Rock International

How Hard Rock expanded globally to deliver their world-class guest experience.

iCIMS

They build a best-in-class recruiting platform to drive high-volume hiring

Vision:

Seminole Tribe of Florida set out to significantly expand the Hard Rock International brand around the world, following its acquisition in 2007.

Recruitment Opportunities:

To support global expansion, Hard Rock needed to hire 25,000 employees by mastering efficient, high-volume recruiting in regions such as Europe, Asia, and the Americas by:

- **Understanding and catering to candidate preferences** such as communication styles

- **Assessing candidate aptitude** to deliver the Hard Rock guest experience

- **Offering productive new hire onboarding** to make new property openings productive

- **Keeping data accurate and compliant** throughout the entire talent lifecycle

50%
INCREASE IN CANDIDATE REPSONSE RATES

(50% with email/phone to 75% with text)

DOUBLED
GLOBAL WORKFORCE IN 11 YEARS

90%
COMPLETION RATE OF ACCESSMENTS

iCIMS Solutions

Applicant Tracking

Onboarding

Text Engagement

Third-Party Recruiting Solutions

TalentPlus | candidate assessments

JobTarget | job posting

Tracker | I-9/E-Verify

Hard Rock At-a-Glance

Venues in
75 COUNTRIES

Headquarters in **DAVIE, FL**

40,000+
Employees

2019
8 new Hard Rock hotels open across the world

Employer of the Year, 18th Annual Casino Gaming Executive Satisfaction Survey

2018
Seminole Hard Rock Support Services created to streamline HR internationally

2016
Major expansion announced for Tampa and Hollywood

2007
Seminole Tribe acquires the Hard Rock International brand

2004
Seminole Tribe opens two Seminole Hard Rock Hotels and Casinos in Florida, USA

1995
The first Hard Rock Hotel and Casino opens in Las Vegas, NV, USA

1983
Hard Rock expands to Asia, establishing the global brand

1971
Hard Rock founded

Improved Recruitment Drives Global Expansion

In 2007, the Seminole Tribe of Florida acquired the Hard Rock International brand of music-themed cafes, hotels, and casinos. Over the last 11 years, the brand expanded by 95 properties across 75 countries by making unforgettable guest experiences a priority. This rapid pace of expansion will continue, as the organization plans to open 20 additional cafes, hotels, and casinos by 2021.

Hard Rock's Brand Presence:

Pre-Acquisition	2019
• 124 restaurants • 7 hotels • 2 casinos • 45 countries	• 185 cafes • 27 hotels • 12 casinos • 4 live music venues • 75 countries

Hard Rock's Worldwide Footprint

■ Existing Territory
☐ Countries without Hard Rock
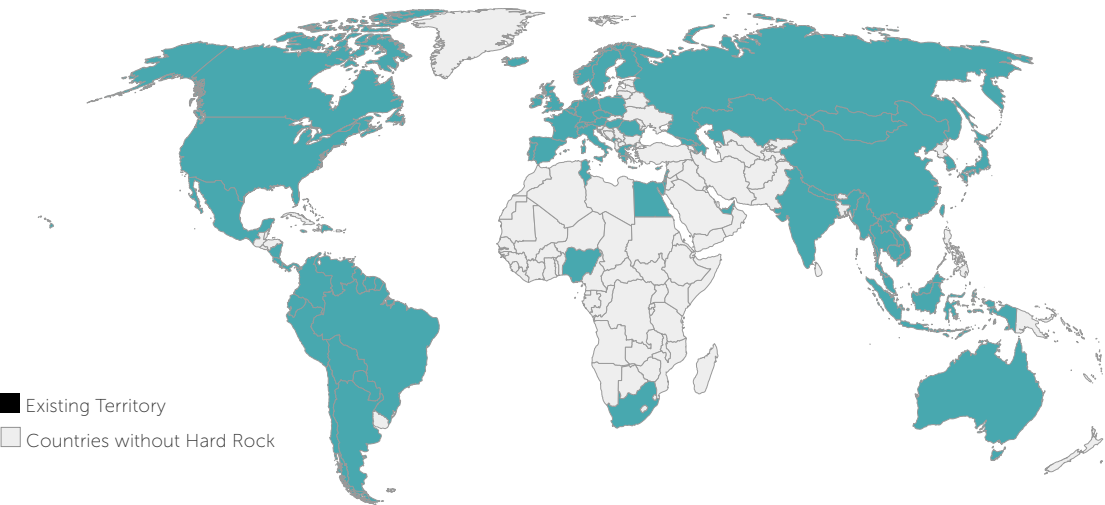
"People are our most valuable asset and a significant key to our continued success. With 20+ property openings slotted in just the next 3 years, it is crucial for us to build a solid team of talent."

Meaghan Ryan,
VP of Global Talent and Team Member Relations,
Seminole Hard Rock Support Services

Talent is essential to Hard Rock's mission to 'create authentic experiences that rock.' To achieve planned growth, the organization overhauled its approach to talent acquisition by merging the Seminole and Hard Rock teams.

To hire at a high volume across multiple locations simultaneously, Seminole Hard Rock Support Services uses iCIMS Marketplace to integrate the best third-party talent acquisition applications on the market, including job posting, assessments, background screening, I-9/E-Verify, and HCM into the iCIMS Talent Cloud. The result is a single, end-to-end platform that Hard Rock uses to manage its entire recruiting process: from sourcing to onboarding.

"We needed a solution to support multiple units globally to maximize the candidate experience and increase recruiter efficiency. When reviewing iCIMS we felt it fit the bill with its configuration and integration abilities."

Meaghan Ryan,
VP of Global Talent and
Team Member Relations,
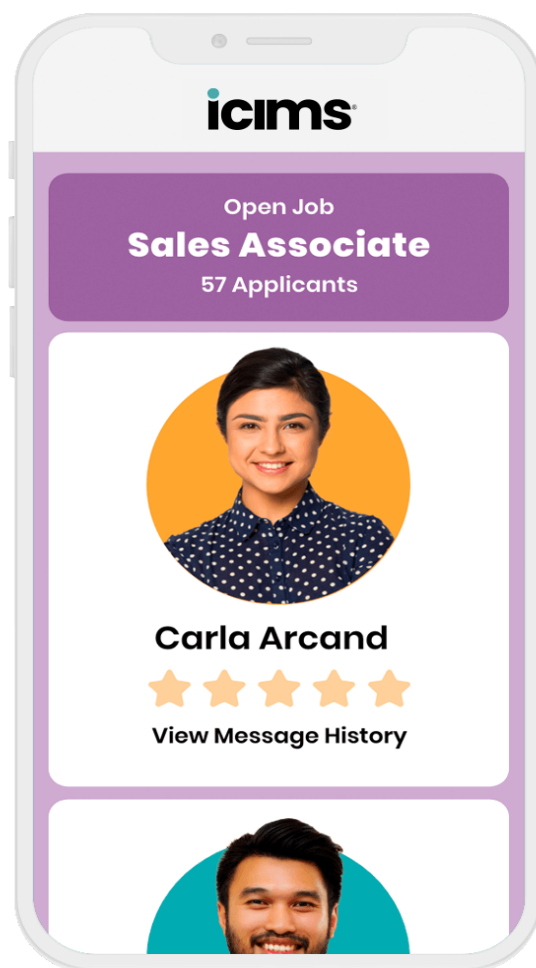Seminole Hard Rock Support Services

Hard Rock International Values

▶ Practice honesty, integrity and professionalism

▶ Encourage everyone to maximize their potential

▶ Take personal accountability for getting results

▶ Create brand excitement through innovation

▶ Deliver amplified service

Automation Improves Candidate Sourcing and Recruiter Productivity

On a given day, Hard Rock manages thousands of candidates through the hiring process, across the world. Recruiters work out of the Florida corporate office, which requires them to be available 24/7 to accommodate talent in multiple time zones and rely heavily on automated processes to do so.

Hard Rock integrates third-party sourcing tools into the iCIMS Talent Cloud, eliminating the need for recruiters to log in-and-out of multiple applications.

This provides a seamless flow of data, including candidate information, hiring status, and job descriptions through the entire recruitment process, and eliminates recruiters' administrative work to shift their focus to sourcing and recruiting higher volumes of talent.

iCIMS

Open Job
Sales Associate
57 Applicants

Carla Arcand
★ ★ ★ ★ ★
View Message History

Reuther, explained, "every additional staff member is looked at as a controllable cost regarding payroll, so we are always looking to increase bandwidth with rapid growth."

Kristen Reuther,
Director of Global Talent,
eminole Hard Rock Support Services

Candidate sourcing is improved through data-driven job posting

To automate job advertisements and optimize its budget for sourcing, Hard Rock selected a data-driven job posting solution, JobTarget. Previously, Hard Rock used a time consuming, manual process to allocate spend for advertising positions on various job boards in an effort to capture the most applicants. Now, with JobTarget's specialized solution integrated with iCIMS, new jobs are created once and automatically distributed to selected job boards, eliminating manual processes and saving recruiters considerable time and resources.

Additionally, data sets like open job requisitions and applicants-per-source are accessible to Hard Rock through sourcing reports that provide insights about where the best candidates are found and which job boards are the most effective. Additionally, Hard Rock's recruiters saw an opportunity for more effective sourcing and shifted from posting only to contracted job boards to using Job Target's insights to suggest top sources based on their likelihood of returning the most, quality applicants.
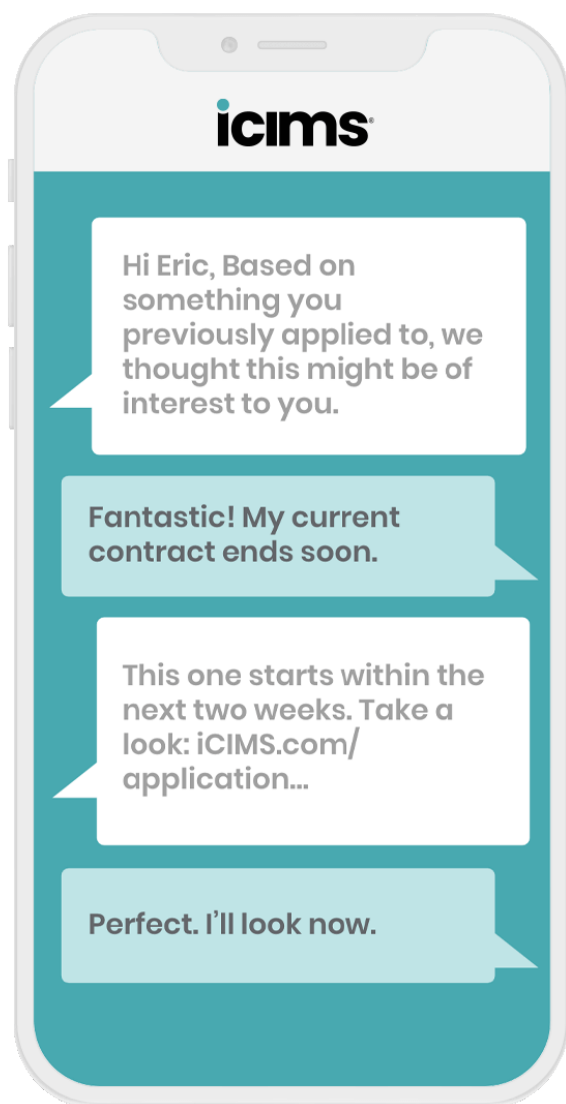
Join our Team

Marketing Lead

Apply For Position

Project Manager

Apply For Position

Copy Editor

Apply For Position

As Reuther explains, "It is difficult to feel confident if a candidate is self-reporting about where they first heard about a job. With JobTarget and iCIMS' analytics, there is more accuracy to assess traction and spend."

JOBTARGET • • • • • ✓ • • • • • iCIMS

Candidates Respond to an On-The-Go Hiring Experience

Hard Rocks treats job seekers like they are guests at one of its cafes or casinos. Why? To demonstrate its commitment to providing excellent service - and set the bar high for what it expects of associates.

To make this happen, recruiters aligned the organization's brand with new recruiting technology, including text communication and mobile applications. Recruiters need to stay proactive and align the organization's employer brand with rising tech trends such as mobile communication and job search capabilities to meet candidate expectations and remain competitive in the experience they offer.

iCIMS

Hi Eric, Based on something you previously applied to, we thought this might be of interest to you.

Fantastic! My current contract ends soon.

This one starts within the next two weeks. Take a look: iCIMS.com/application...

Perfect. I'll look now.

"We need to have great word of mouth and team members that exude the brand from their core, and that means we must be able to show them that organizational commitment on our side."

Kristen Reuther,
Director of Global Talent,
Seminole Hard Rock Support Services

Texting dramatically improves candidate engagement

To attract a greater number of applicants, Seminole Hard Rock Support Services offers job seekers the ability to apply to the organization from their mobile device, and communicates with them through text messaging, which increased response rates from 50% with email and phone, up to 75% in 2018.

The organization uses iCIMS' Text Engagement to reach a larger number of prospective candidates. Specifically for its Seminole Gaming division. Recruiters have the option of sending a series of pre-written messages to groups of candidates, or communicating directly one-on-one for a more personal experience. The team also uses texting to invite candidates to hiring events and uses the volume of responses to predict turnout.

The candidate response rate with texting provides recruiters time back to be more productive and interact with the right talent in away that resonates functionality that will provide job seekers with a prompt to text a specific phrase such as "iCONIC" to a specific 5-digit code for instant access to job postings. The Hard Rock Stadium in Miami, Florida will provide the first glimpse into the innovative approach to advertising with codes displayed on digital banners throughout the venue to promote open positions.

GO TO

▼

WORKHAPPY.COM

(OR)

Text

"ICONIC"

97211

"Our global presence influenced our requirements for mobile-optimized systems and communication methods like iCIMS."

Meaghan Ryan,
VP of Global Talent and Team Member Relations,
Seminole Hard Rock Support Services

Memorable Guest Experiences are Created by Hiring Personable Employees

New ventures in the luxury hotel and casino market led Hard Rock to be extremely selective about hiring. To screen beyond technical ability and narrow talent pools to only those with essential people skills, the organization integrated a predictive assessment solution into the screening process that highlights job-related competencies among candidates.

Although hiring managers already evaluated candidates using standardized assessments for technical skills, they required a way to assess each candidate's interpersonal abilities. **To avoid the risk of hiring a poor culture-fit that could negatively affect the brand's reputation or other employees, Hard Rock made data-driven assessments to screen talent for culture-fit an integral part of the application process.**

"Beyond technical skills and qualifications, it is critical to identify those that will be the right cultural fit for our company, with attributes like integrity, accountability, passion, dedication, respect and a great personality. We are in the hospitality industry; we need people who like people!"

Kristen Reuther,
Director of Global Talent,
Seminole Hard Rock Support Services

Customized assessments prioritize ideal talent

Seminole Hard Rock Support Services integrated a predictive assessment solution, TalentPlus, into their iCIMS Talent Cioud to identify high-potential candidates from a high volume of applicants. Recruiters worked with the TalentPlus team to compile predictive qualities of successful talent based on its existing workforce to develop customized tests. *"This hasn't been an out of the box type of thing,"* explained Reuther. *"TalentPlus does focus groups with high performing team members and doesn't go by the textbook definition of great service. We defined what guest service means to our brand."*

The integration creates a smooth transition from application to screening by directing applicants to the assessment page after they complete the application. Each individual is awarded a score which is stored in the candidate's profile within iCIMS. If the applicant is hired, this score is used to inform how they will be coached and developed, and also for reference when the candidate is considered for future opportunities. If a candidate doesn't pass the assessment and a hiring manager would still like to proceed, it is escalated to corporate for approval.

By eliminating the manual deployment of assessments to candidates across various time zones, recruiters spend their time advancing only qualified individuals to the next stage in their recruiting process. **"TalentPlus integrated with iCIMS definitely impacts the assessment experience as a significant time saver for our team and a better experience for candidates,"** explained Ryan.

The TalentPlus Impact

AVERAGE COMPLETION RATE

90%

AVERAGE PASS RATE

70%

AVERAGE FAIL RATE

30%

Convenient Onboarding Ramps Up New Hires

Hard Rock significantly improved the application, screening and interview processes, but recognized that being an employer of choice did not end there. Because the time between a job offer and a new hire's first day is often lengthy or unknown, Hard Rock must keep new hires enthusiastic or risk losing them to competing employers.

To continue growth into new locations, Hard Rock depends on internal employees who have proven to be successful advocates of the brand to advance within the organization and serve as examples for new property openings. A positive onboarding experience is critical to grow talent within the organization and serve as a first impression to what employment is like at Hard Rock.

▶ ▶ ▶ ▶ ▶ ▶ ▶ ▶ ▶

icims

Onboarding Forms

50% complete

PTO Policy

Benefits Enrollment
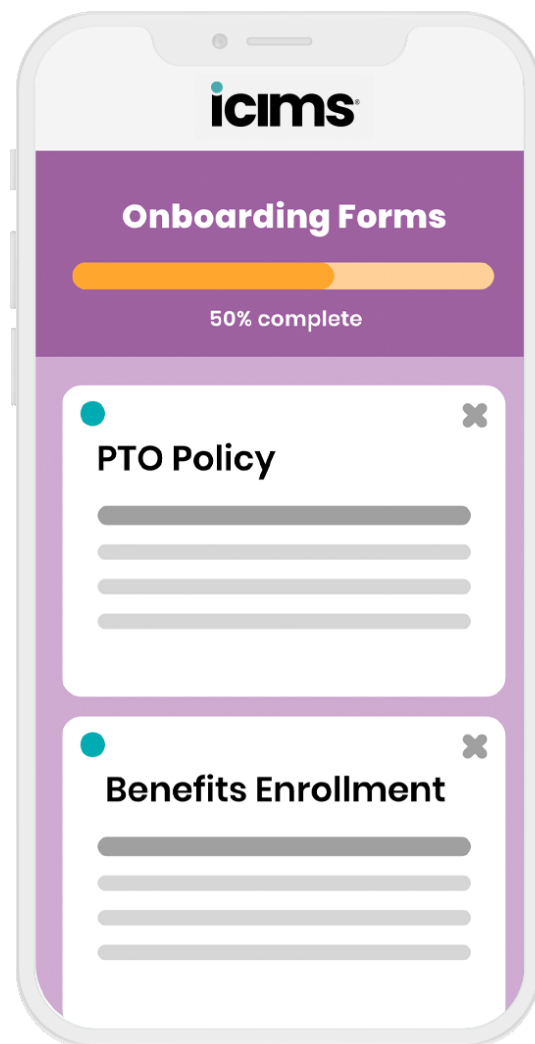
"The volume we experience has required efficient recruitment and onboarding processes to maximize the efficiency and bandwidth of our teams."

Meaghan Ryan,
VP of Global Talent and Team Member Relations,
Seminole Hard Rock Support Services

Automated new hire experiences build brand advocates

To smoothly transition 25,000 new hires to productive employees, Hard Rock implemented the iCIMS' Onboarding. As soon as an offer is accepted, new hires complete the required paperwork in an online portal dedicated to this phase of the process. Each portal is customized by role and offers new hires organizational need-to-knows such as HR policies or any relevant details about the specific property that they will be working within.

iCIMS pulls records like contact information and address of an individual that were submitted during the application process, thereby eliminating redundant data entry. Being able to accomplish a large portion of onboarding electronically enables Hard Rock to efficiently manage new property openings and extend its superior candidate experience through the new hire process to ensure each employee gets off to a memorable start and is passionate about growing with the organization.

Having seen great success texting candidates, Seminole Gaming also uses text communication in the onboarding process. A mass message is sent via text to new hires, welcoming them prior to orientation and answering common questions to ensure they are fully prepared for their first day. Texting is also used to remind employees about first month check-in surveys to evaluate satisfaction with the onboarding process, increasing the response rate by 25%. The convenience and speed of text communication enables the recruitment team to effectively gather employee feedback and maintain a meaningful relationship with new hires as they transition.

Hard Rock maintains data integrity by having its HR solution integrated into iCIMS. When onboarding is completed, a status is triggered within iCIMS to transfer the information into its HRIS suite for the employment lifecycle. All data travels with the candidate and if a change occurs post-hire, that information is updated within iCIMS as well. This is essential for hosting internal career portals that support mobility within the organization.

TEXTING IS ALSO USED TO REMIND EMPLOYEES ABOUT FIRST MONTH CHECK-IN SURVEYS TO EVALUATE SATISFACTION WITH THE ONBOARDING PROCESS, INCREASING THE RESPONSE RATE BY 25%.

Streamlined Data Creates Compliance Across the World

With a high-volume of applicants joining its existing workforce of 40,000 Hard Rock employees, Hard Rock needed to confirm each and every employee's authorization to work in the country they were hired in. To avoid risk of costly fines and damaging press, Hard Rock integrated an automated verification solution into its iCIMS platform to house electronic versions of the form I-9 and verify that each form was completed correctly.

Automation takes the pain out of the I-9/E-Verify process

Hard Rock integrated an automated and mobile-optimized I-9/Employment eligibility verification solution called Tracker in 2018. The solution provides both recruiters and candidates the ability to complete their designated portions of the diligent I-9/E-Verify process from any device, including their mobile phones.

"We had a need for a streamlined, compliant and paperless process, and that is very much what Tracker can do, and the fact that it was integrated into iCIMS sealed the deal," explained Reuther.

Hard Rock leverages the cloud-based I-9/E-Verify solution to scan paper I-9s from the past, and securely convert them into easily manageable electronic forms. Today, all documentation regarding employment eligibility is available to the HR team through the fully-encrypted Tracker solution and results are transferred iCIMS real time. Because the platform is integrated with both the I-9/E-Verify solution and Hard Rock's core HRIS system, employee I-9 information is readily available long after the recruitment process is completed.

An Agile Talent Acquisition Platform Keeps Hard Rock International Moving Forward
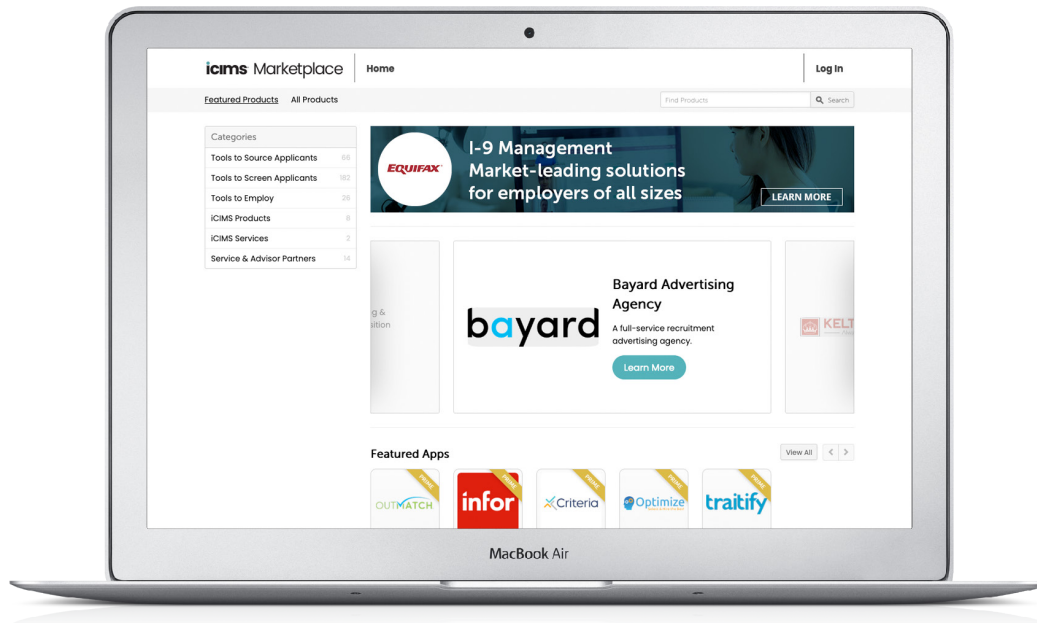
As the Hard Rock International brand grows, the iCIMS Marketplace serves as the flexible foundation in which trusted talent acquisition solutions can be swapped as needs change.

' One small task that has to be repeated 1,000 times makes a recruiter's job really difficult, even in great organization. When your day-to-day is not pleasant, no brand can make that better." -Kristen Reuther, Director of Global Talent, Seminole Hard Rock Support Services

"iCIMS is a very flexible system with easily configured interfaces. It has enabled us to have an automated data feed from iCIMS into our HRIS suite, significantly reducing the manpower needed to manually enter the substantial amount of employee data that is received."

Peggy Fehrenbach,
IT Business Analyst for Seminole
Hard Rock Support Services

attract	engage	hire	advance

iCIMS Talent Cloud
user experience

📈 analytics

🔍 applicant tracking	👥 candidate relationship management	onboarding
🖥 career sites	💬 text engagement	👍 offer management

candidate profile

⊙ AI & ML   integrations   🔒 data security

iCIMS' Talent Cloud of The iCIMS Talent Cloud

Learn more about the 245+ third-party vendors iCIMS partners with by visiting the iCIMS Marketplace.

About Hard Rock International

With venues in 75 countries, including 185 cafes, 27 hotels and 12 casinos, Hard Rock International (HRI) is one of the most globally recognized companies. Beginning with an Eric Clapton guitar, Hard Rock owns the world's most valuable collection of music memorabilia, which is displayed at its locations around the globe. Hard Rock International was recognized as a Forbes Magazine Top Employer for Women and Land Operator of the Year at the Global Gaming

Awards.For more information, visit hardrock.com

Talent Powers Transformation

iCIMS is the talent cloud company that empowers organizations to attract, engage, hire, and advance the right talent that builds a diverse, winning workforce. iCIMS accelerates transformation for a community of more than 4,000 customers, including a third of the Fortune 100, that employ more than 30 million people worldwide.

For more information, visit cims.com.