



Case Study: The Entertainer

Client profile

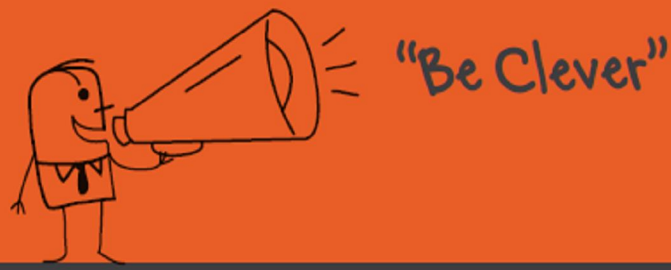
The Entertainer is the UK's largest independent toy retailer. Started in 1981 by Gary and Catherine Grant with one toy shop in Amersham, the business now has 55 stores and plans to open another 12 in 2011. The Entertainer has strong business values – encouraging staff and managers to follow the "Spirit of Conduct" – valuing honesty, enthusiasm, care and loyalty.

Challenge

In 2009, The Entertainer wanted to increase the importance of personal values in their store management selection process through introducing a group interview/assessment day. Store managers really need to live and breathe the Entertainer spirit of conduct and the previous traditional attraction and interviewing techniques did not focus sufficiently on the personal qualities required. The new process would involve candidates undertaking a significant amount of preparation such as visiting a minimum of two Entertainer stores prior to attending a half-day assessment. For this to work effectively, all candidates needed to be given a full pre-assessment briefing and supported in the preparation work this entailed. The Entertainer People Development team had previously utilised a roster of four recruitment agencies, together with their own advertising, and they were experiencing difficulties in administration, inconsistent communication and some examples of poor candidate management.

Solution

360 Resourcing Solutions had already introduced the concept of running branded web advertising for the Entertainer which had been successful in delivering good quality and generating cost savings. When briefed about the new group assessment system, 360 proposed that they would look after the full candidate management process for The Entertainer. Not only would 360 attract and filter candidates, they would also fully brief them about the Group assessment process, ensuring each candidate was fully prepared and identify potential unsuitable candidates through their lack of enthusiasm for the task. Staff from 360 Resourcing Solutions attended the assessment days, inputting into the selection decisions and helping to tailor and improve the process for the next session.



Results and Benefits

In the initial nine month period, 23 store managers were successfully hired. Candidates attended the assessment with a positive and enthusiastic outlook, having been fully briefed and supported by 360, and with a thorough understanding of the company values and how they would thrive in The Entertainer family. In addition, through consolidating the service to one supplier, The Entertainer saw the following benefits:

- Cost per hire reduced by 30%
- Significant savings in administration time
- Candidate suitability increased significantly
- Candidate satisfaction and brand awareness increased

Jon Savage, Head of People Management at The Entertainer comments:

"360 have given us a dedicated level of service that I have not experienced before from a recruitment company. Tom and Stephanie have become part of our team; attending the assessments, advising us on improvements and really understanding the cultural needs of our business. I also really appreciate their innovative approach. They don't rely on traditional models – they come up with new innovative ways of making the recruitment process more effective at every meeting they come to. "

Would she recommend the solution to others?

"I recommend the 360 approach to anyone. We are now using them to advertise and recruit for the junior staff in new stores (whereas before we would have run local press adverts ourselves) and they are helping with our ongoing replacement recruitment, not just for new stores. They really understand our brand and our culture and I have every faith that they represent us in the correct manner and they select only those candidates that meet our values. Their work in delivering an excellent quality of new staff who provide exceptional service to our customers has had a direct impact on the positive financial results of our business. "