EQUINOX

Hiring the best personal trainers for every fitness club

Decentralized hiring success through consistent UX and scalability.

Summary

Achieving long-term global prominence through strong execution of local hiring

Streamlined tools and consistent processes for luxury fitness clubs make decentralized hiring a game changer.

With dozens of upscale luxury fitness clubs across the US – and rapidly expanding into Canada and Europe – Equinox gives its local managers hiring authority to acquire specialized talent as it enters new markets.

Yet as many recruiting executives have discovered, this decentralized model creates challenges. How do you best balance the need to be nimble and flexible at the local level and maintain high consistency across the entire brand?

"People are the core of our business. To deliver highly personalized local service, we need our subject matter experts to be in front of it," according to Yannick Riveti, Director of Field Recruiting at Equinox. "But when I think of a 'rocket ship' as an analogy for our growth, making this hiring model work well would be a game changer."

"It's not just today's hiring issues that concern us, we need to prepare for growth over the next five years," Yannick added. "So we needed to find a great partner with solutions designed around great local execution for our managers, regardless of discipline, whether a personal trainer or other specialized role. We also needed the tools and processes to quickly scale, change, and grow as we step into new markets."

About Equinox

- Integrated luxury and lifestyle company centered on movement, nutrition and regeneration

- 80+ locations across the US, Canada, & Europe

- Decentralized hiring model

- 20 recruiters

- 300+ hiring managers

- SmartRecruiters client since 2013

> *For the first time in the history of Equinox, we have a centralized digital record of every application to every position, affording a talent pipeline and insight into the recruiting process we could never have imagined.*
>
> - Yannick Riveti,
> Director of Field
> Recruiting, Equinox

A Strategic Partner: "Very, Very Big"

"As we evaluated talent acquisition solutions, we definitely wanted to partner with a company offering technology advanced enough to handle back-end processes, but also be easy to use for our local teams who focus on many other things throughout the day," Yannick explained.

"High consistency remains key to our success. Equinox is more than a place to work. It's a place to achieve life goals. Something like that is special – essential to our brand and mission critical for us as an execution point. Having a strategic partner to help us translate our brand into the employment space was very very big," he added.

In 2013, Equinox partnered with SmartRecruiters and began to deploy its talent acquisition suite to support consistency, flexibility, and high scalability in rolling out its decentralized hiring model worldwide.

Global Consistency In Local Hiring.
Decentralized Hiring Executed With Precision.

Branding Consistency: Deploying And Refining Decentralized Processes And Tools

Rolling out a World Tour of advanced talent acquisition suite puts company and employment brand into just the right alignment

Equinox worked closely with SmartRecruiters to plan and execute the most effective strategies for introducing decentralized hiring across the organization.

As Yannick Riveti explained, "There are so many complexities to manage that you can't just drop in, deliver a PowerPoint presentation, and leave. There has to be a well-designed support system in place so that we can help managers simplify collaboration in making quick and excellent hiring decisions."
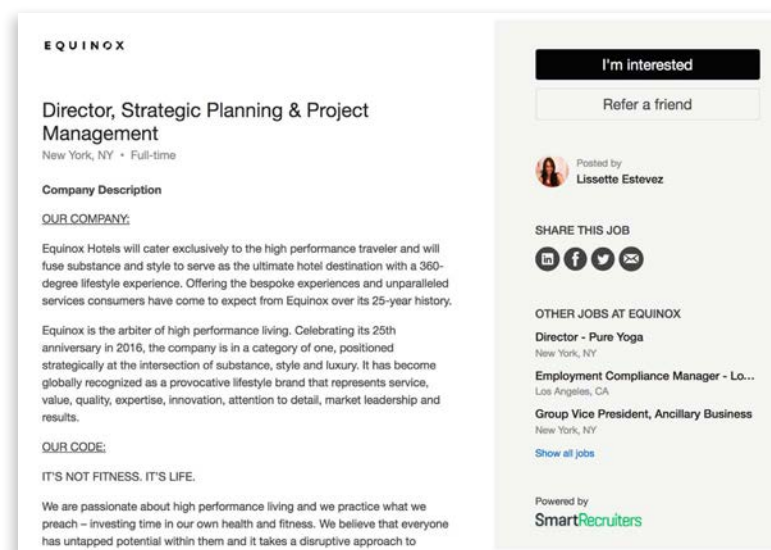
"It's always a partnership between corporate and local leaders," he added. "With SmartRecruiters, we could deploy

solutions designed for autonomous usage, but also have tools to support our team and make sure they remained consistent achieving their goals."

Consistency in branding aligns corporate needs, but also allows creating targeted local career sites that drive candidate engagement.

Result:

45%

Increase in career site traffic. More than 600 users at equinox now access SmartRecruiters.

Rolling out the World Tour

Several options are available for introducing decentralized hiring into a global organization. For example, a "Big Bang" approach deploys the model all at once. But Equinox chose what SmartRecruiters calls the "World Tour," rolling out the model on an ongoing basis.

"Decentralized hiring is a very fluid process that requires a lot of thought and agility," Yannick pointed out. "The advantage of having SmartRecruiters as a strategic partner was that we knew we could select an approach that worked best with our business and adapt it over time as the organization evolved."

"This wasn't a new tool – it was a tool – our first digitized recruiting solution. We wanted to make sure everyone was empowered to manage talent at a local level without delays – but also have access to the training and the tangible support needed to be successful," he added.

Yannick explained that the ongoing rollout offered many opportunities to modify and refine processes and that it was "an excellent way to not only take advantage of consistent decentralized hiring, but make best use of our first modern talent acquisition suite."

Our team was unbelievably thrilled. It just reinforced that we made the right decision for the organization in selecting SmartRecruiters.

- Yannick Riveti,
Director of Field
Recruiting, Equinox

Massive Adoption: Consistency In Local Hiring, No Bottlenecks.

Giving local managers worldwide tools, right in their back pocket, helps quickly fill highly specialized roles

As Equinox rolled out its World Tour to introduce SmartRecruiters across the organization, local managers became more engaged in their roles and embraced new streamlined and collaborative hiring processes.

"When you deploy a new system, there are always going to be fun challenges, but we now have more than 600 SmartRecruiters users – hiring managers, interviewers, and other leaders," Yannick Riveti explained. "That's massive adoption has exceeded expectations, giving multiple individuals in multiple areas a flexible system to participate in talent selection."

Result:

9%

Growth in total hires. A 20% increase in headcount.
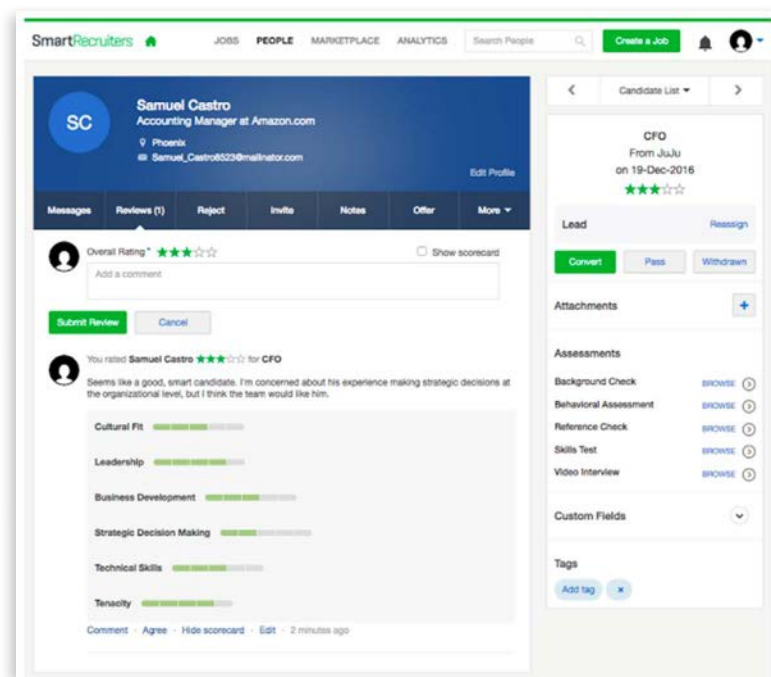
Scorecards and other collaborative tools save managers hours of time so they can quickly make higher-quality hires.

Collaboration while on the go

"If I were asked which two key attributes make SmartRecruiters a great partner, I would say collaboration and mobility," Yannick said. "Our hiring managers are always on their feet, always on the move for customers. They need a solution right in their back pocket to connect with peers that may not be in the same location or even on email."

These and other benefits give Equinox the advantages of decentralized hiring, but also assure high consistency in attracting and selecting top talent.

"One example of how we can monitor for performance and compliance consistency is using scorecards to assess candidates." Yannick explained. "This improves the way we evaluate talent across the organization, while maintaining local autonomy so that managers can bring great people into the organization without bottlenecks."

> *The advantages of decentralized hiring always goes back to speed, eff iciency, plus that personal and local touch – but it's the transparency and consistency in process and compliance that helps us grow at the rate we do.*
>
> - Yannick Riveti,
> Director of Field
> Recruiting, Equinox

Candidate Experience:
A Kpi As Important As Any Other

Creating a delightful experience for quick applications
to attract top talent

Although decentralized hiring can lead to unpredictable performance, Equinox takes great care to make sure it delivers a consistent, high-quality candidate experience.

"Winning or losing can definitely hinge on what candidates think about their experience, so our strategy embraces the idea that it's okay to feel the way you do," Yannick Riveti explained. "In today's world, you have to be authentic. After all, candidates can easily express their views on sites like Glassdoor."

"Not only are we okay with that, we're excited about it because our strategic partnerships with organizations such as SmartRecruiters gives us confidence we can deliver a great experience," he added.

Result:

80%

Who click to apply
complete an application.
average time?
7 minutes.
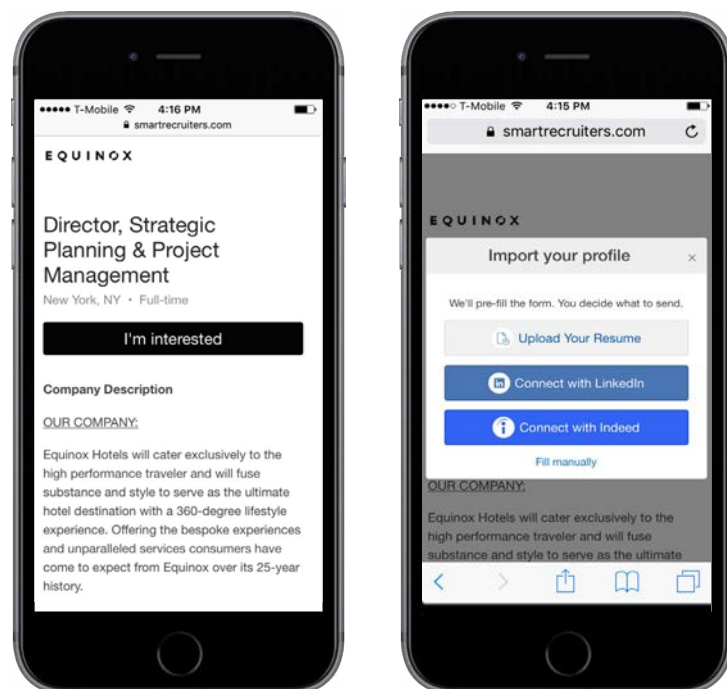
Mobile embraces the lifestyle of today's top candidates, so creating an impressive mobile experience is essential to attracting high-quality talent.

> *Feedback is going to happen whether you want it to or not. So you have to acknowledge that and get in front of it. Candidate experience KPIs are just as important as any other in your business.*
>
> - Yannick Riveti,
> Director of Field
> Recruiting, Equinox

SmartRecruiters

YOU ARE WHO YOU HIRE

As a global leader in enterprise recruiting software, SmartRecruiters offers a cloud-based Talent Acquisition Suite that allows businesses to attract, select, and hire the best people. More than 4,000 companies worldwide rely on SmartRecruiters to drive hiring success, including brands like LinkedIn, Visa, Bosch, Skechers, and Avery Dennison. Built on a modern cloud platform, SmartRecruiters offers full functionality for recruitment marketing and collaborative hiring, with an open marketplace of 400+ pre-integrated vendors.

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