



**Category:** Retail

**Focus:** Premium athletic footwear, apparel, and accessories

**Locations:** 681

**Products:** Workforce Acquisition

## PROJECT BENEFITS

- Saved 60,000 store-manager hours with automated hiring process
- Average days of service for a store employee up 5+ percent in a one-year period
- Companywide retention improved by 10 percent
- Sales per associate increased by 20 percent

## Finish Line Increases Employee Retention, Improves Manager Productivity, and Drives Sales Performance

The Finish Line Inc. is a premium athletic footwear store and one of the nation's largest mall-based specialty retailers. It offers performance and sport-style footwear, apparel, and accessories for men, women, and children. Finish Line is publicly traded on the NASDAQ Global Select Market under the symbol FINL. The company currently operates 681 Finish Line stores in 47 states and online, and is one of the nation's leading footwear retailers.

Finish Line corporate management had ambitious plans for its store managers: It wanted to make its hiring process more efficient and enable the managers to improve the quality of their hires. Finish Line knew that store managers were challenged when it came to hiring. They are responsible for managing sales, ensuring that customers are happy, and keeping costs in line — a tall order. So it was hard for them to also devote enough time to proper identification of applicants who were most likely to meet job expectations.

Enter Kronos® and its Workforce Acquisition™ hiring management system. With the help of Kronos, Finish Line has been able to improve its hiring and selection process, cut costs, improve manager productivity, while consistently increasing the quality of its workforce.

### Store managers need help to make better hires

Friendly and capable employees are essential to retail success. While customers certainly care about price, they also want and expect a certain level of product knowledge and service. For a company such as Finish Line, whose employees help customers select and try on shoes, it's critical that employees are able to quickly establish a rapport with customers and provide product guidance. Identifying these skills in a potential hire is no simple task.

As Mike Marchetti, executive vice president of store operations, puts it, "Running a store can be very demanding. And our managers have only a limited amount of time in which to get it all done. The additional responsibility of thoroughly screening each applicant sometimes resulted in bad hires."

Marchetti adds, "We know an experienced salesperson is able to give better customer service, which increases sales. In retail, where the turnover rate is generally higher than in other industries, it's hard to ensure that you have enough experienced salespeople to help you achieve your revenue goals."

### Electronic applications, assessments filter candidates

To help solve its hiring issues, Finish Line decided to roll out Workforce Acquisition to its retail stores nationwide. With its new hiring management solution, the Finish Line corporate office wanted to provide better tools and support to its management staff, freeing them to succeed as salespeople and managers, while at the same time reduce hiring costs. Because Kronos specializes in working with distributed environments, Finish Line was able to deploy the solution across the entire enterprise in a few months.

Electronic applications — both in store and online — coupled with sales and reliability assessments enable Finish Line to consistently identify and select the most suitable applicants for its retail positions. By establishing the criteria managers should look for in a job candidate, Workforce Acquisition eliminates a lot of time managers used to spend

looking through applications. Instead of sifting through hundreds of paper applications to find qualified candidates, managers receive prequalified candidates and an interview guide to help them qualify the applicants even further.

“By standardizing the applications nationwide, Workforce Acquisition gives our managers a more structured way in which to go through the interview and hiring process,” says Marchetti. “As a result, we’ve been able to teach our associates to be better interviewers.” In addition, the managers’ paperwork burden has been greatly reduced, which has helped increase overall workforce productivity.

### Hard cash savings and manager productivity rise

Finish Line has seen continuous year-over-year improvement in critical metrics like employee turnover, time spent per interview, and sales per associate since its implementation of Workforce Acquisition.

In a one-year period, more than 300,000 candidates applied for employment at Finish Line, with 75 percent of them applying online. Using Kronos’ assessment scores, the company was able to eliminate approximately one-third of applicants who did not meet the basic hiring criteria. Finish Line estimates that it saved 60,000 store-manager hours by automating the administrative aspects of the hiring process and not having to interview those candidates who did not meet the basic hiring criteria.

*“Workforce Acquisition enhances the skills that our managers already have, unburdens them from paperwork, and enables them to make better hiring decisions.”*

**Mike Marchetti,**  
*Executive Vice President of Store Operations*

Furthermore, those who do get hired are staying on the job longer. For example, the average days of service for a store employee was up more than 5 percent in a one-year period. Finish Line has also seen a nearly 10 percent improvement in retention companywide. This translates into hard cash savings, as the costs associated with sourcing, interviewing, and hiring more employees have dropped.

Cost savings is a tangible and important benefit, but even more important are those benefits that help drive business results. This is evident in the increase in sales per associate by approximately 20 percent. “People who stay longer are better at driving sales,” says Marchetti.

In summary, he says, “Workforce Acquisition enhances the skills that our managers already have, unburdens them from paperwork, and enables them to make better hiring decisions.”



TIME & ATTENDANCE

SCHEDULING

ABSENCE MANAGEMENT

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HIRING

LABOR ANALYTICS