

Fontainebleau Las Vegas Personalizes High-Volume Hiring at Scale with AI

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A Luxury Resort on the Las Vegas Strip

Fontainebleau Las Vegas is a 67-story, 3,644-room luxury resort that opened in late 2023 on the northern end of Nevada's Las Vegas Strip, a globally recognized hub for tourism, entertainment, and hospitality. Owned and operated by Fontainebleau Development in partnership with Koch Real Estate Investments, Fontainebleau Las Vegas is a sister property to the iconic Fontainebleau Miami Beach, which opened more than 70 years ago. The all-new luxury resort was named one of *TIME*'s "World's Greatest Places 2024" and recognized as one of the best new hotels of 2024 by *Esquire*, *Condé Nast Traveler*, and *Travel + Leisure*.¹

Hiring at Scale in a Competitive Labor Market

As Fontainebleau Las Vegas prepared to open its doors, its talent acquisition (TA) team had just 90 days to hire nearly 6,500 employees for roughly 1,000 unique roles. Positions ranged from front desk and housekeeping roles to spa staff and table game dealers in a talent market notorious for high turnover. The narrow hiring window was exacerbated by the competitive Las Vegas hospitality market, which was just beginning to rebound from a large-scale talent departure during the COVID-19 pandemic that had shuttered many casinos and resorts.

Fontainebleau Las Vegas wanted to attract a high volume of talent quickly, offering a unique candidate experience coupled with a robust compensation and benefits package. But as hiring ramped up, it became apparent that the existing applicant tracking system (ATS) lacked the capacity to manage

Summary
Challenge
▪ Hiring nearly 6,500 employees for approximately 1,000 unique positions to open a resort in just 90 days. ▪ Managing an application volume that quadrupled expectations—80,000 anticipated vs. 300,000 received—on an outdated ATS not built for high-volume hiring. ▪ Attracting talent in a competitive hospitality market with high employee turnover while rebounding from pandemic-related resort closures.
Solution
▪ Simplified job requirements and focused the TA strategy on candidate potential and cultural alignment. ▪ Implemented conversational AI to deliver a streamlined, automated application process with minimal screening steps. ▪ Introduced innovative "culture auditions" to assess candidate fit beyond technical skills and ensure high-quality talent joined the organization.
Results
▪ Developed a three-minute application process and introduced a more flexible hiring workflow to empower managers to improve the candidate experience. ▪ Hired all employees needed for the resort launch within a tight timeline, efficiently managing nearly 300,000 applications—four times the anticipated volume. ▪ Achieved a 93% candidate satisfaction rate in survey responses and a 92% offer acceptance rate.

the anticipated 80,000 applicants. The team needed a solution that could handle hiring at scale without requiring a large contingent of recruiters.

To stand out in a competitive market, Fontainebleau Las Vegas's talent team recognized the need to create a distinct, engaging candidate experience.

¹ ["Accolades,"](#) Fontainebleau Las Vegas, 2025.

Enhancing and Personalizing the Candidate Experience

To attract top talent at scale, the Fontainebleau Las Vegas team simplified job requirements—removing outdated or unnecessary criteria—and focused on cultural alignment. Recognizing that this alone would not be enough to entice employees in a tight labor market, the team also set out to create a candidate experience that was both streamlined and personalized, tailored to the resort’s wide range of roles.

The team chose HR technology company Paradox for its ability to customize hiring flows by role. “Knowing the volume we were about to receive, we wanted to make it as personal as possible,” said Sara Piper, Fontainebleau Las Vegas Executive Director of People and Talent Acquisition.

Streamlining Candidate Screening

The team improved and differentiated the candidate experience by first streamlining the screening process. “Organizations had gotten into the habit of adding different types of assessments

to applications, which were not only difficult on the candidate applying but also highly administrative from the recruiter side,” Piper explained. The team found that multicultural and multilingual candidates, in particular, often struggled to navigate the traditional assessment process.

Talent staffers streamlined the application process into a conversational format that took just three minutes to complete. They then divided the assessment into multiple phases, starting with prescreening questions tailored to each role (see Figure 1). Automated workflows identified potential candidates, redirecting many who lacked certain skills to more suitable roles before moving them into the next phase of the funnel.

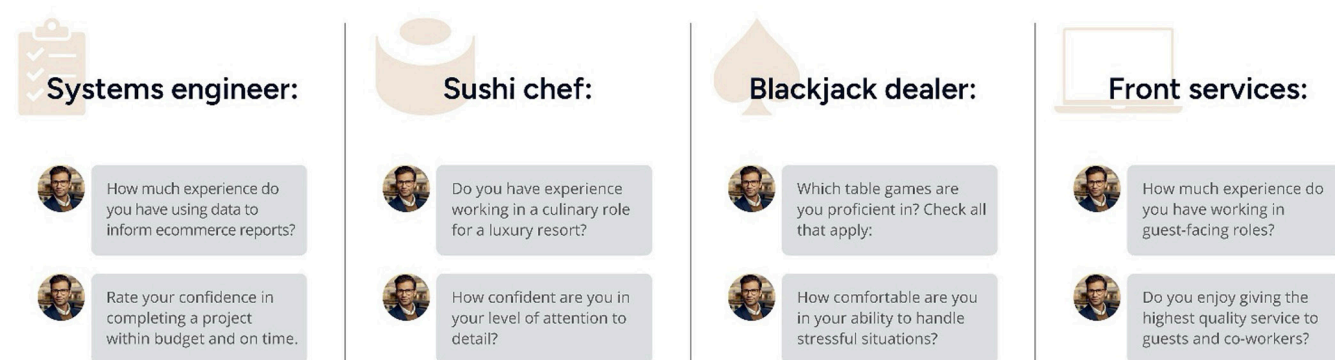
Conversational AI for a Personalized Candidate Experience

Fontainebleau Las Vegas recognized that conversational AI and 24/7 availability were essential to reach candidates working late-night shifts elsewhere on the Las Vegas Strip. To personalize the candidate experience, the team partnered with a recruitment marketing firm to develop “Morris,” an

Figure 1: Prescreening Questions Tailored by Role

Unique screening across 30+ roles.

Across the different role types at Fontainebleau Las Vegas, Morris asks custom tailored questions to every candidate. That way, Fontainebleau Las Vegas spends time interviewing people who are experienced enough to deliver the service befitting to their brand.



Source: Fontainebleau Las Vegas, 2025

AI-powered “member experience architect” named after Morris Lapidus, the designer of the company’s iconic Miami Beach property.

Morris was preloaded with more than 400 role-specific and culture-related questions and answers and became the public face of recruitment (see Figure 2). A cardboard cutout of Morris even appeared at in-person events, offering a photo opportunity for candidates. Morris was brought to life with a fun, conversational personality—complete with favorite hobbies, sports teams, beverages, and clothes—adding a human touch to the digital hiring process.

Using “Culture Auditions” to Evaluate Fit

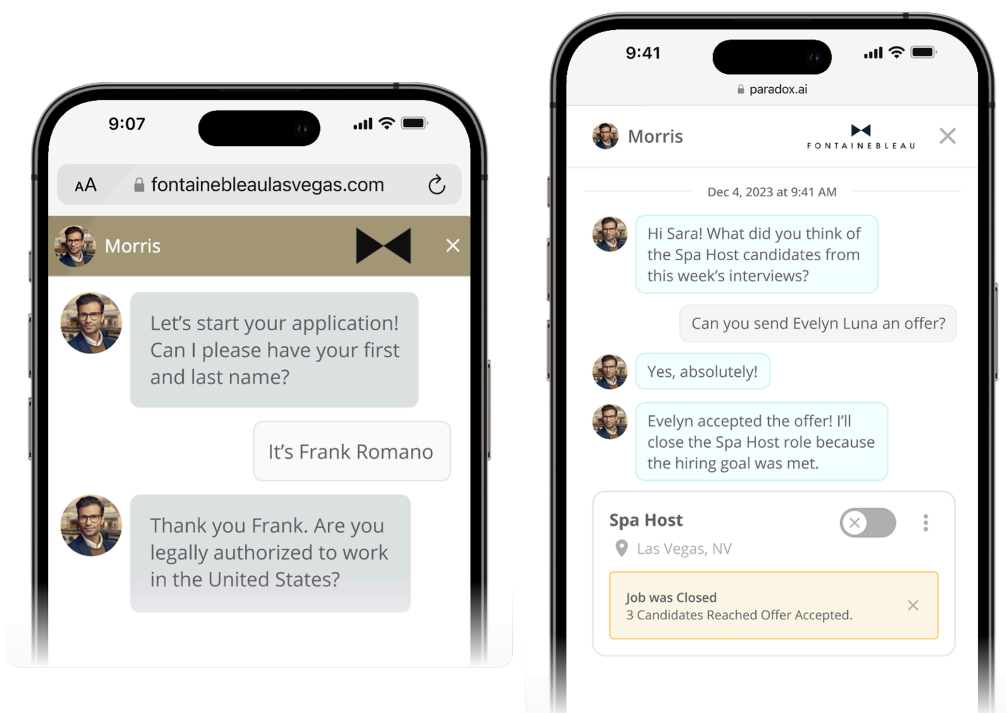
The next step of the carefully designed candidate journey focused on culture fit. To continue its streamlined experience, Fontainebleau Las Vegas eliminated video interviews due to limited team capacity to review them.

Instead, the team implemented Traitify by Paradox—a visually engaging three-minute personality assessment that “allowed us to get the same results of the assessments other properties were providing, but in a much quicker solution,” Piper said (see Figure 3 on the next page). “We wanted to make sure that what we did put in place was short and sweet but provided us with the information we needed.”

Successful candidates were invited to attend in-person “culture auditions,” where the Fontainebleau Las Vegas team leveraged automatic interview scheduling to bring together groups of 10 to 12 participants. During these sessions, talent staff played a video highlighting the resort’s cultural values, followed by a series of interview questions.

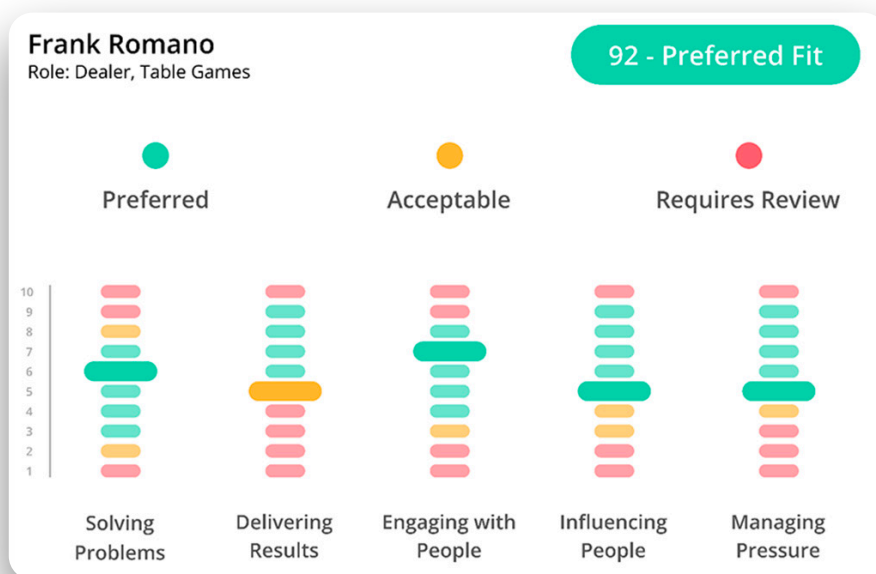
Candidates were scored not only on their responses, but also on how they interacted with others during the group session—through body language, collaboration, and

Figure 2: AI-Powered Candidate Conversations with Morris



Source: Fontainebleau Las Vegas, 2025

Figure 3: An Example of Traitify's Tailored Personality Assessment Results



Source: Fontainebleau Las Vegas, 2025

respectful behavior. “We wanted to make sure that our focus was on filling the role with someone who fit within our culture and would put our guests first,” Piper noted.

From there, the TA team reviewed the remaining candidate pool to select the top three applicants for each role, who were then referred to the hiring manager for in-person interviews. Limiting hiring managers’ involvement to the final stage was intentional, as they were “all hands on deck to get the property open,” said Kim Virtuoso, Chief People Officer at Fontainebleau Las Vegas.

The hiring process was streamlined through automation and AI-enabled tools (see Figure 4 on the next page), helping the team efficiently screen, prioritize, and engage candidates at scale—despite the unexpected surge in application volume.

“*Candidate experience was always our top priority and focus, because word of mouth is the number one way our company is going to be marketed.*

Kim Virtuoso, Chief People Officer,
Fontainebleau Las Vegas

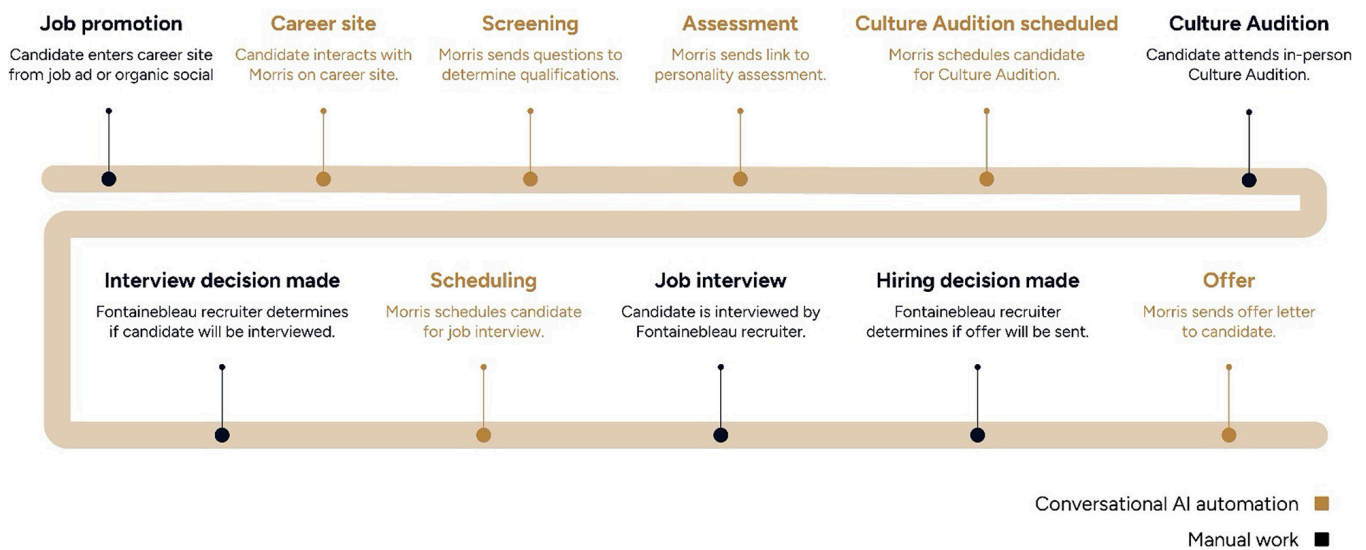
Results: Meeting Hiring Goals with High Candidate Satisfaction

In the three months leading up to its opening, Fontainebleau Las Vegas reviewed no less than 300,000 applications—nearly four times the anticipated number—and reached its goal of hiring 6,500 employees. The average time to hire was 14 days, with 92% of applicants accepting their offers.

Dashboards in the Paradox platform helped the TA team monitor the hiring and onboarding process as the opening date approached. “Some of those [hires] came down to the wire, but we would not have known if we did not actually have data in front of us to be able to analyze and see where we needed to adjust,” Virtuoso said.

The streamlined application journey led to high candidate satisfaction. More than half of the 300,000 applicants responded to a survey about the hiring process, with 93% reporting a positive experience.

Figure 4: Fontainebleau Las Vegas's Hiring Process



Source: Fontainebleau Las Vegas, 2025

“We knew innovation was very, very important to us. It was the best decision we ever made. AI has truly, in my opinion, changed the talent acquisition game.”
Sara Piper, Executive Director of People and Talent Acquisition, Fontainebleau Las Vegas

Next Steps: Stabilized Hiring Processes and a Focus on Retention

Fontainebleau Las Vegas has adapted and continues to refine its candidate experience to accommodate ongoing hiring needs. Completion and satisfaction rates are “ramping even higher now that we’ve shifted to more day-to-day operations,” Piper said.

Additionally, hiring managers now schedule interviews directly with candidates, while the TA team plays a follow-up role with job offers and onboarding for frontline employees. For

salaried positions, the team continues to assist with screening but involves hiring managers earlier in the process than during preopening recruitment.

“We wanted to empower our hiring managers and give them more visibility into the system versus us driving that as much as we had in the past, and it’s been a really positive shift,” Virtuoso noted.

With lower hiring volumes, hiring managers can now focus on retention—offering microlearning experiences and leadership development opportunities to support employee growth.

To further reinforce the Fontainebleau Las Vegas culture, Morris will soon take on a second persona as “Mo,” an internal employee experience assistant designed to “create a more dynamic communication channel for our employees and a better employee experience,” Virtuoso said. “There’s a lot on the roadmap for us.”

Lessons Learned

Fontainebleau Las Vegas demonstrates how companies can leverage automation and AI-powered personalization to gain a competitive advantage in tight talent markets. Here are some lessons learned:

- **Design a hiring strategy that prioritizes the candidate experience.** Before introducing technology such as AI, focus on simplifying the hiring process to enhance the candidate experience. Reducing complexity in applications and assessments can improve application volumes, completion rates, and overall candidate satisfaction.
- **Differentiate between cultural fit and technical skills.** Whether you opt for fully remote or hybrid recruitment experiences, assessing whether the candidate is the right cultural fit should be as important as technical acumen and skills. Create distinct assessments for cultural fit and technical skills to form a holistic view of the candidate and their alignment with the role and company.
- **Build an authentic AI-powered brand to personalize at scale.** AI-powered assistants can address role-specific questions while also conveying the overall organizational culture—with personality. In a little over 20 design iterations, Fontainebleau Las Vegas created a rich AI persona that reflected the company's brand legacy, complete with favorite hobbies, sports teams, beverages, and clothes. This helped deliver a unique candidate experience.

About the Author



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Stella is senior director of research and Global Workforce Intelligence Project leader at The Josh Bersin Company. In this role, she conducts empirical research on a variety of topics related to the skills economy, talent intelligence, and HR technology. Stella has almost 20 years of experience across several industries, including banking. Prior to joining The Josh Bersin Company, Stella was the HR transformation leader for Deloitte, where she led large-scale HCM implementations and designed frameworks for talent acquisition and performance management for the public sector. Stella holds master's degrees in engineering, information systems management, business administration, and lifelong learning. Stella lives and works in Greece and is pursuing her PhD in talent intelligence. She is a certified project manager, change management practitioner, lean six sigma green belt, and ICAgile HR professional.

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