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CANYONRANCH.

Success Story

Canyon Ranch



Canyon Ranch Uses Analytics and Benchmarking to Manage and Keep the Talent It Needs

The Challenge

Canyon Ranch began in 1979 with its first wellness spa resort in Tucson, Arizona. Over the years, it has expanded to other destinations and, in the process, has become a leader in the high-end health and wellness sector of the hospitality industry. The company employs a broad array of nonexempt and exempt staff – from therapists and physiologists to dietitians, chefs, and housekeeping personnel – to support its mission of providing guests with an immersive mind-and-body wellness experience in a relaxed setting of casual elegance and unsurpassed service.

Like other companies in the hospitality sector, the hiring and retention of talent has become a strategic business challenge. According to the U.S. Bureau of Labor Statistics' Job Openings and Labor Turnover (JOLTS) program, the hospitality industry's turnover rate reached 72 percent in 2015, compared to an overall rate of about 46 percent for all private-sector employees. Based upon JOLTS data, the industry's 50 percent "quit" rate – which indicates a willingness of workers to voluntarily pursue new opportunities – has created a growing level of competition for talent.

Canyon Ranch realized it needed an effective Human Capital Management (HCM) solution to help it identify, manage, and retain the best talent. An ideal solution would include real-time information, automation, and access to "big data" to help identify employment trends and issues – and make evidence-based decisions.

The Action

Canyon Ranch – which uses ADP® for Payroll, HR, Health and Welfare, and other services – implemented Analytics and Benchmarking, powered by ADP DataCloud.

ADP's solution uses highly visual and configurable dashboards, highlighting key workforce trends and potential issues that are measured against predefined ranges of acceptable performance. Analytics makes it easier than ever to identify and take action in key HR hot button areas, such as why workers choose to leave.

Benchmarking – which utilizes aggregated and anonymous data from 30 million workers in ADP's client database – allows Canyon Ranch to compare themselves with other companies in their industry or in geographies across the United States. Areas of comparison include employee turnover, year-over-year analysis, and other employer-related zones of interest.

"Turnover and retention are two big challenges for our industry. I use HR Analytics just about every day in some fashion to connect with information that can help us identify trends and increase employee engagement."

*Heidi Wallman
Corporate People Systems
Director, Canyon Ranch*

The Impact

Analytics and Benchmarking, powered by ADP DataCloud, provides Canyon Ranch with multiple and immediate long-term benefits.

For example, Canyon Ranch has transformed its monthly management report for its corporate and location management teams with analytical HR data. Static spreadsheets have given way to highly visual dashboards that deliver valuable snapshots of hiring and retention trends. Dashboard content is formed by time-to-fill and workers' compensation data, new hires by location, year-to-date attrition data, and much more.

Trend information from HR helps Canyon Ranch managers both at its headquarters and at its properties. Corporate management taps into the HR data to take action on company-wide needs, such as onboarding and new employee orientation. Local management uses the information to deal with issues affecting local employee performance and satisfaction.

Benchmarking utilizes national and industry "decision-quality" data for similar jobs and compensation levels, helping Canyon Ranch to refine job offers. Last year, the Annual Compensation Explorer enabled Canyon Ranch HR to evaluate approximately 100 jobs as part of its annual company-wide compensation review.

Going forward, Canyon Ranch is looking to use the powerful predictive features of "big data" to help lower attrition rates, especially the departure of key employees.

About Canyon Ranch

- www.canyonranch.com
- Provides an immersive, mind-and-body spa experience at its facilities
- Headquartered in Tucson, Arizona
- The company employs about 1,800 workers in multiple states and in Turkey

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