SIGNAL
WORKFORCE INTELLIGENCE

SIGNAL FOR TOURISM & HOSPITALITY

> You're investing in your people, but problems persist, new ones keep emerging, and you can't see which programs are working. Your bottom line pays for it.

Build a team that stays, and comes back next season.

Signal is boots on the ground. We go into your properties to find out why people don't apply, don't stay or don't perform. Then we set your Priority Levers and track the shift in your own numbers.

15.5% of people working in accommodation and food services changed jobs in the past year: the highest rate of any Australian industry. Every person who leaves has to be found and trained again.

SOURCE: ABS, JOB MOBILITY, YEAR TO FEBRUARY 2026

SOUND FAMILIAR?

> **"I was rebuilding the whole team every peak season, and training them just in time for them to leave."**

> **"I was losing my best people to the venue down the road."**

> **"I felt like we offered good perks, but nobody seemed to notice them."**

THE PRESSURE

Turnover is built into the industry. Teams are rebuilt every peak, often where housing, travel and season length decide who says yes, and every experienced person who leaves takes service quality with them. Guest reviews feel it first.

SIGNAL HELPS YOU

→ Keep good people longer, and bring seasonal staff back

→ Find which perks and programs actually keep people

→ Cut the cost of constant rehiring and retraining

HOW IT WORKS

You already have the programs. We find out which ones are landing.

01 · DIAGNOSE

Build your Lever Map

We map the programs you already run and go on the ground to find out what really drives your people.

02 · PRIORITISE

Set your Priority Levers

The few changes that will lift results most, mostly adjustments to what you already run.

03 · MAKE IT STICK

Track the shift

Measures linked to your KPIs, a live leaderboard, and field managers running quarterly observations.

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CASE STUDY · TOURISM & HOSPITALITY · RETENTION

Rehiring half the team every season cost six times what they budgeted.

THE COST

6×

the true cost of finding, housing and training seasonal staff: $900k, not $150k

The problem. Fewer than half of a resort group's seasonal team came back each year. Recruitment for peak started late, the resort opened short-staffed, and guest reviews dipped while new teams found their feet. They budgeted $150,000 a year to attract and keep staff. Counted in full, it was about $900,000.

WHAT SIGNAL FOUND

The Lever Map counted the full cost of every rehire: recruitment, manager time, paid training and the same induction run by three departments. Conversations with staff showed accommodation was the most valued benefit but was allocated too late, the end-of-season bonus felt like a penalty, and being asked back by a supervisor, what mattered most, rarely happened.

PRIORITY LEVERS

→ A personal invitation to return from each supervisor before the season ends

→ Guaranteed early accommodation for returners

→ Part of the existing bonus redirected into a step up for returners, and one combined induction instead of three

Same budget, keeping the people you already trained.

Why it matters: Every returner you keep is one you don't have to find, house and train again. Signal showed what would bring good people back, using perks the resort was already paying for.

Theoretical scenario. True cost includes recruitment, manager and staff time, paid training hours, administration and duplicated induction across departments.

START WITH ONE LOCATION

Signal pilot

From $15,000

Five places a year. Excludes GST.

4–8 wks
most pilots

2 wks
to first insights

2 hrs
from your managers

20 min
per person

WHO YOU'LL WORK WITH

Stefanie Wilson
CEO, SIGNAL

Developed the Signal method. Two decades across tourism, events, hospitality, construction and local government.

Jan Easton
FRANCHISING SPECIALIST

Former Interim CEO and Advisory Board Chair, Franchise Relationships Institute. Fellow (FABC), Advisory Board Centre.

Craig Miels
MULTI-SITE OPERATIONS & TEAMS

Former McDonald's restaurant owner and multi-franchise operator.

Book a 30-minute intro call

We look at your numbers together. No pitch deck.

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