



Spear Consulting

Connecting the Canyon



The Obstacle

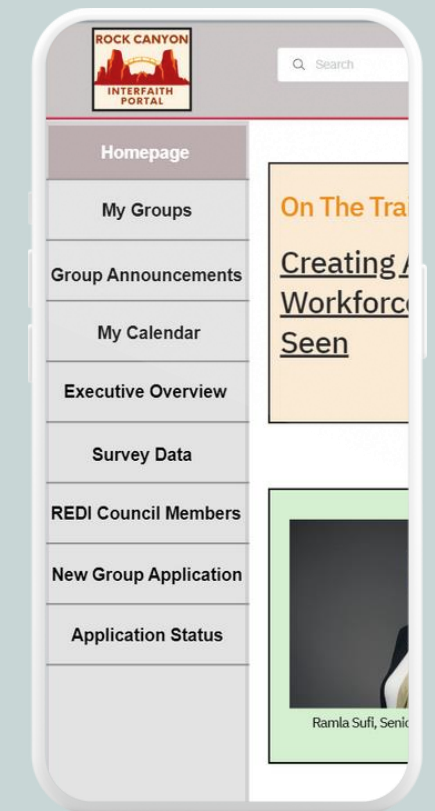
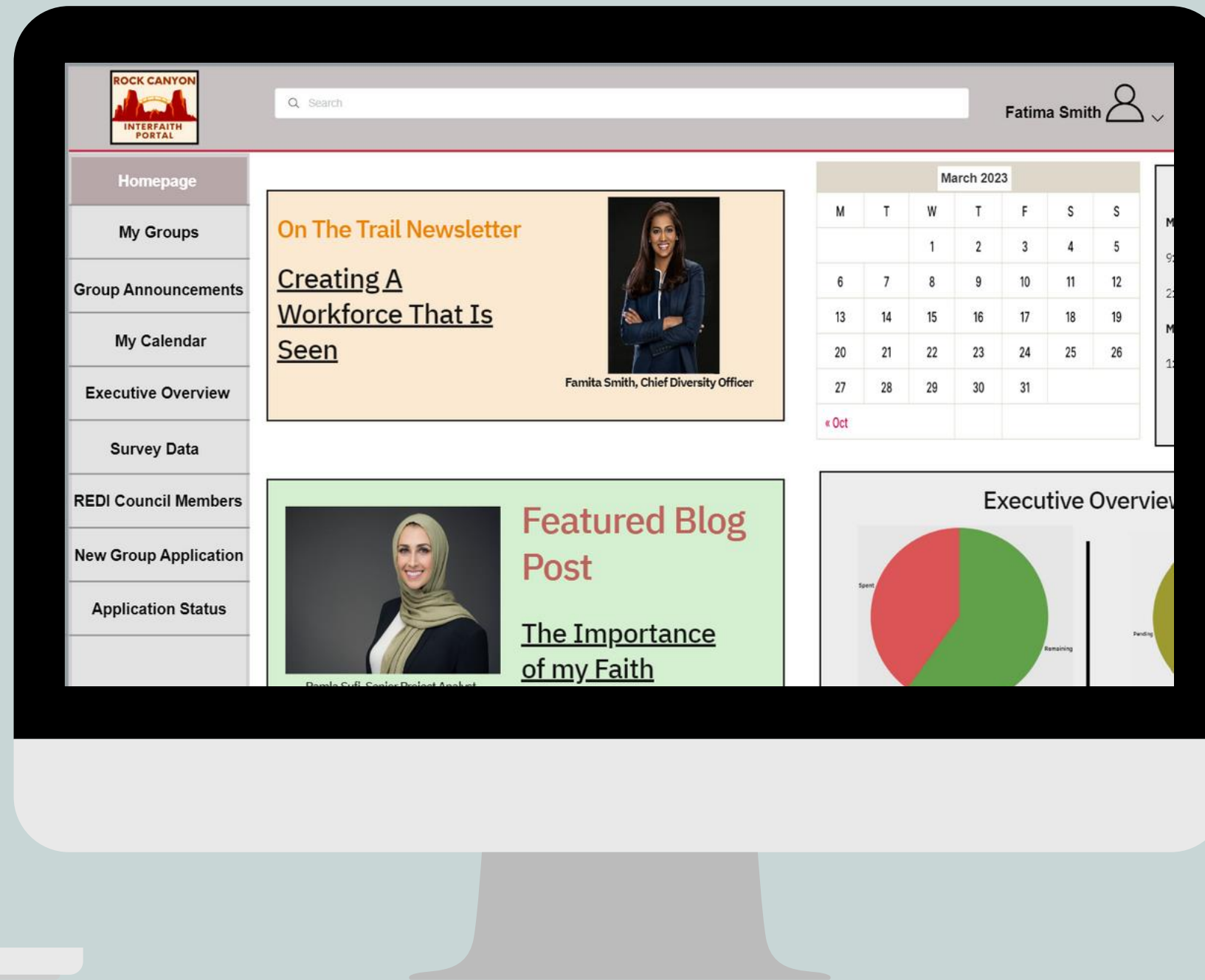
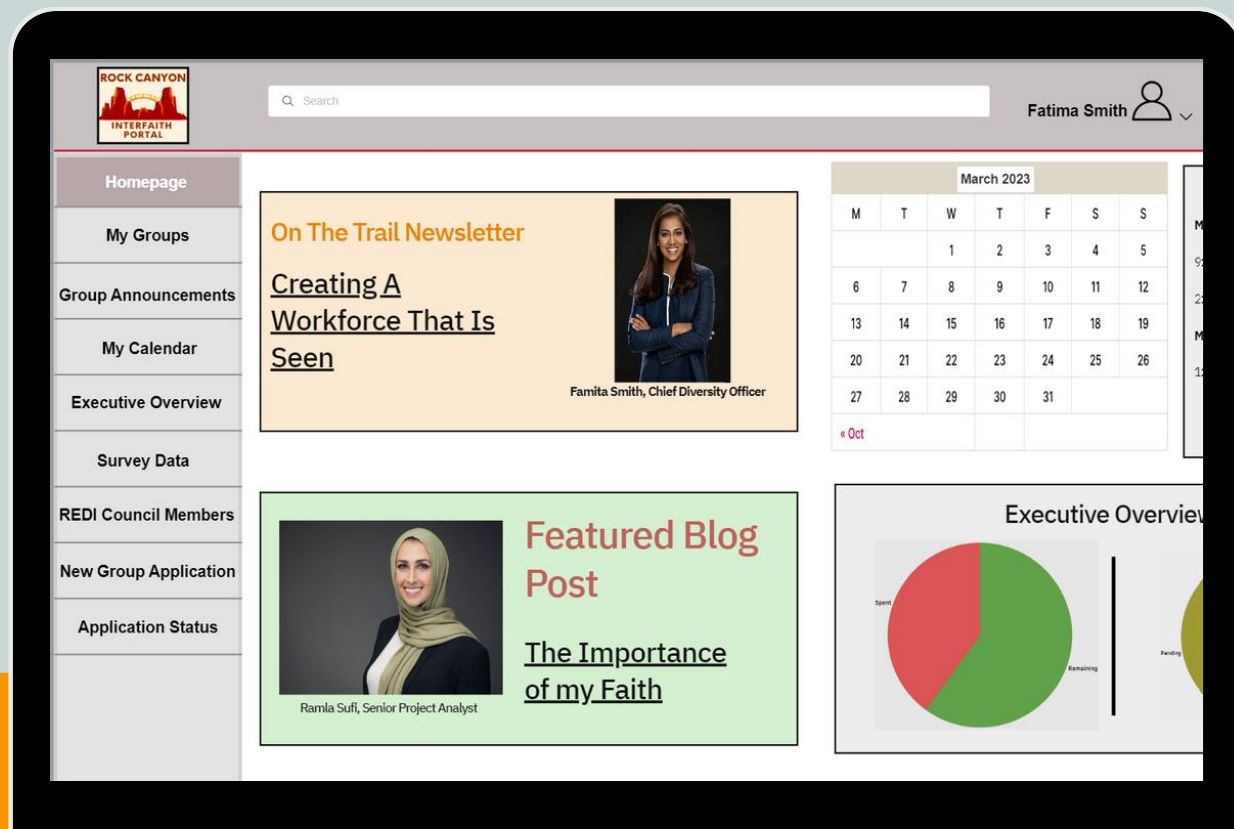
A lack of attachable value has left ERGs at Rock Canyon with limited support from leadership and insufficient continuity between groups.

The Obstacle

A lack of *attachable value* has left ERGs at Rock Canyon with *limited support* from leadership and *insufficient continuity* between groups.



Omni-Channel User Experience



A Look Into The Future

Short-Term

- Increased Innovation and Productivity
- Increased Customer Relations
- Legal and Reputation Risk Mitigation

Long-Term

- Decrease in Employee Turnover by 3.53%
- 5-year Weighted ROI is 60.13%
- Persistence of Short-term Benefits

"Diversity, Equity, and Inclusion - HR Insights," Gartner, accessed February 16, 2023, <https://www.gartner.com/en/human-resources/insights/diversity-equity-inclusion>.

Glassdoor Team, "Diversity & Inclusion Workplace Survey - Glassdoor for Employers," US | Glassdoor for Employers (blog), October 1, 2020, <https://www.glassdoor.com/employers/blog/diversity-inclusion-workplace-survey/>.

Meet Spear Consulting



**ANNA
BROADBENT**



**BEN
SCHADE**



**JACOB
POPE**



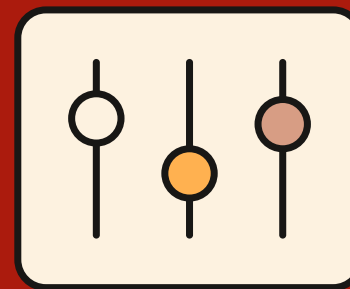
**DILLON
SMITH**

Attachable Value



What is "Attachable Value"?

Utilize data to extrapolate and assess the value of the InterFaith Portal (IFP) with metrics to qualitative aspects of REDI Approaches



What You Have

WITHOUT IFP

- **Lack access to available data points**
- **Must proxy all metrics**



WITH IFP

- **Gain access to millions of internal data points**
- **Derive unique metrics**

What You Need In Order To Achieve



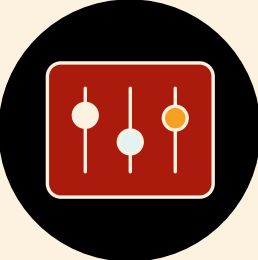
**Employee
Engagement**

+ 1%



**Increased
Productivity**

\$3.961M



Positive ROI

+ 10%



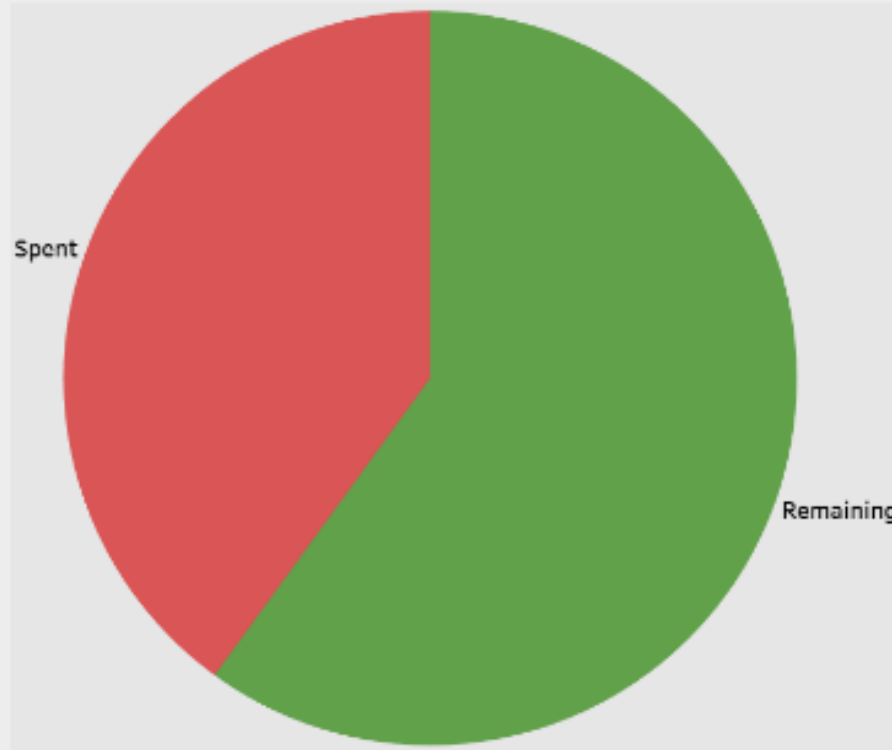
Kumar, V., & Pansari, A. (2015). *Measuring the benefits of employee engagement*. MIT Sloan Management Review, 56(4), 67-72.
"Employee Engagement vs. Employee Satisfaction and Organizational Culture," accessed February 16, 2023, <https://www.gallup.com/workplace/236366/right-culture-not-employee-satisfaction.aspx>.
"More Evidence That Company Diversity Leads To Better Profits," accessed February 16, 2023, <https://www.forbes.com/sites/karstenstrauss/2018/01/25/more-evidence-that-company-diversity-leads-to-better-profits/?sh=50109b8e1bc7>.
Patti Phillips, "Measuring the ROI of Employee Engagement," ROI Institute, n.d., accessed February 16, 2022.

Executive Dashboard

Finance

Human Resources

Budget Allocation



\$4,800

SPENT

\$8,400

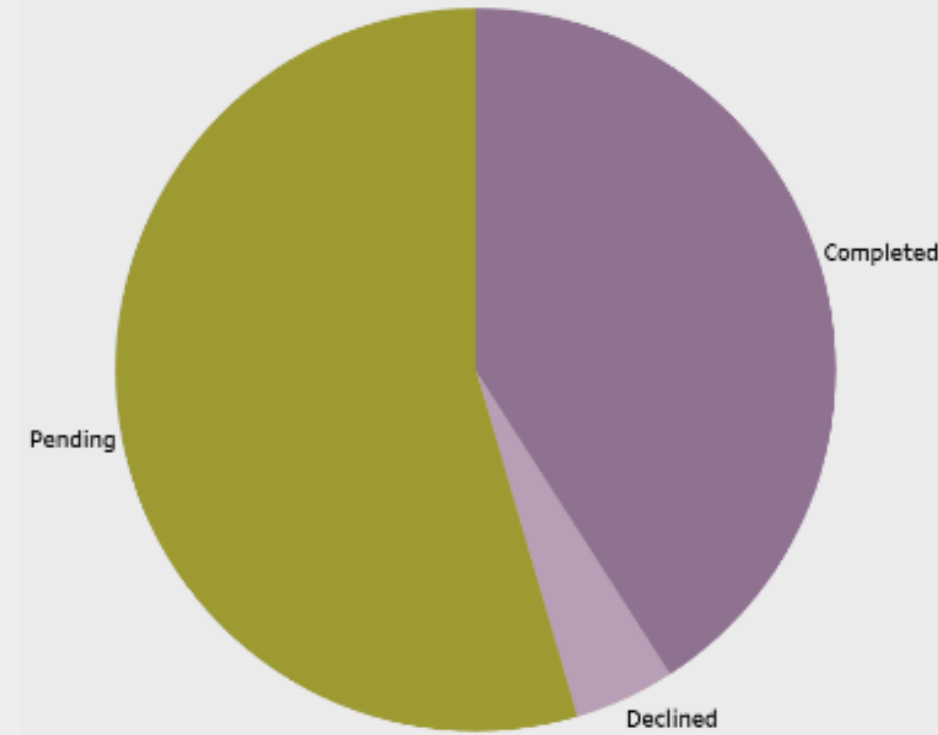
REMAINING

[Submit To
Financial Report](#)

Last Input: 3/2/2023 17:14:37

Current Status: On Time

Internal Survey Results



405

COMPLETED

540

PENDING

45

DECLINED

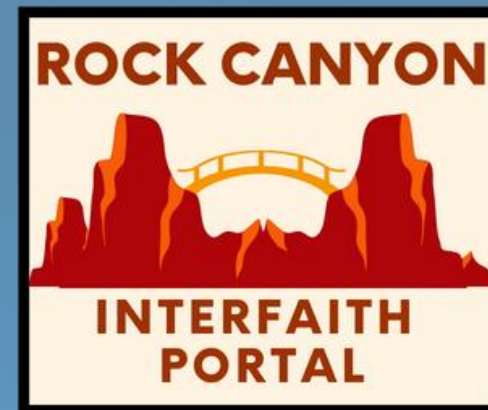
- [Finance](#)
- [Human Resources](#)
- [Legal](#)
- [Operations](#)
- [More Options:](#)

Last Update: 3/6/2023 10:35:56

Deadline: 3/24/2023 17:00:00



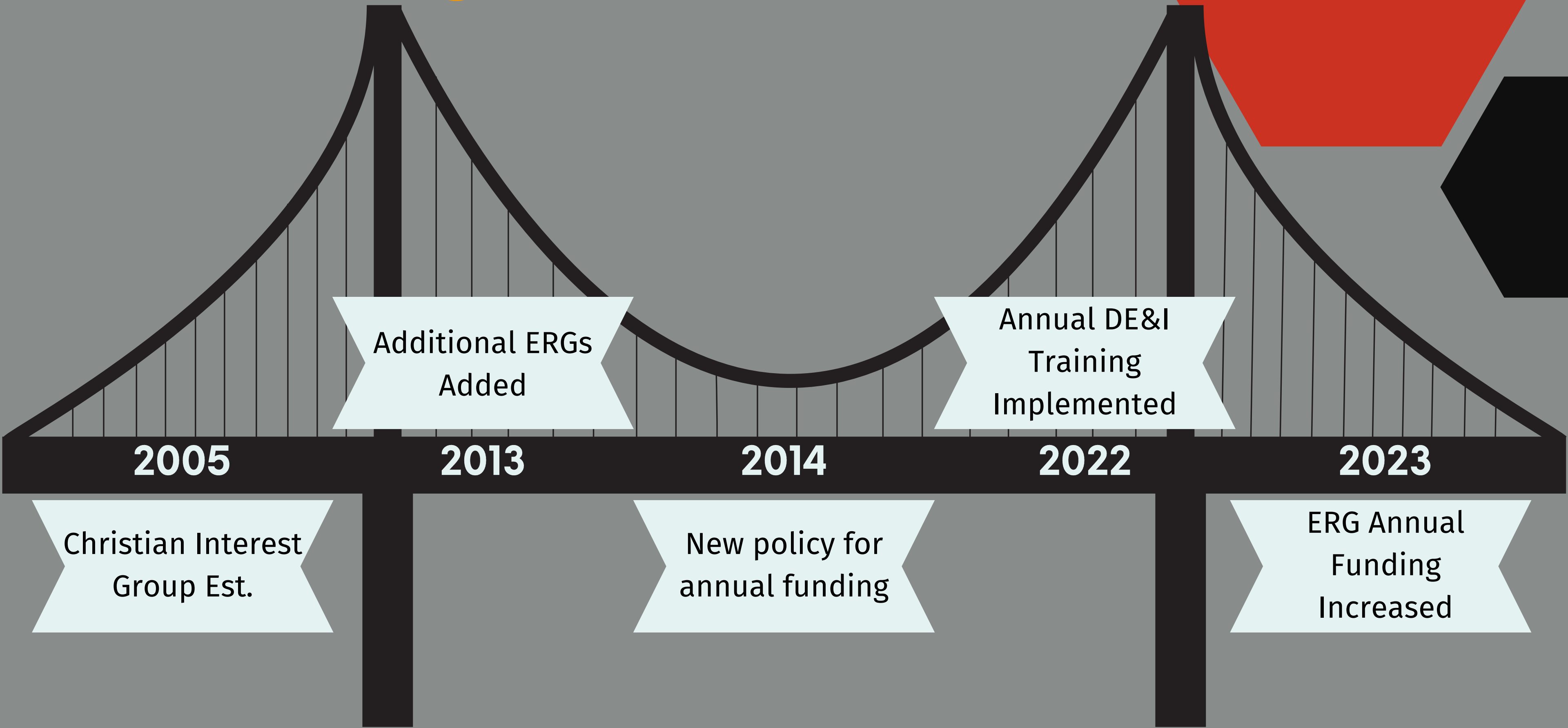
**Attachable Value Is
Attainable With The
InterFaith Portal**



Limited Support



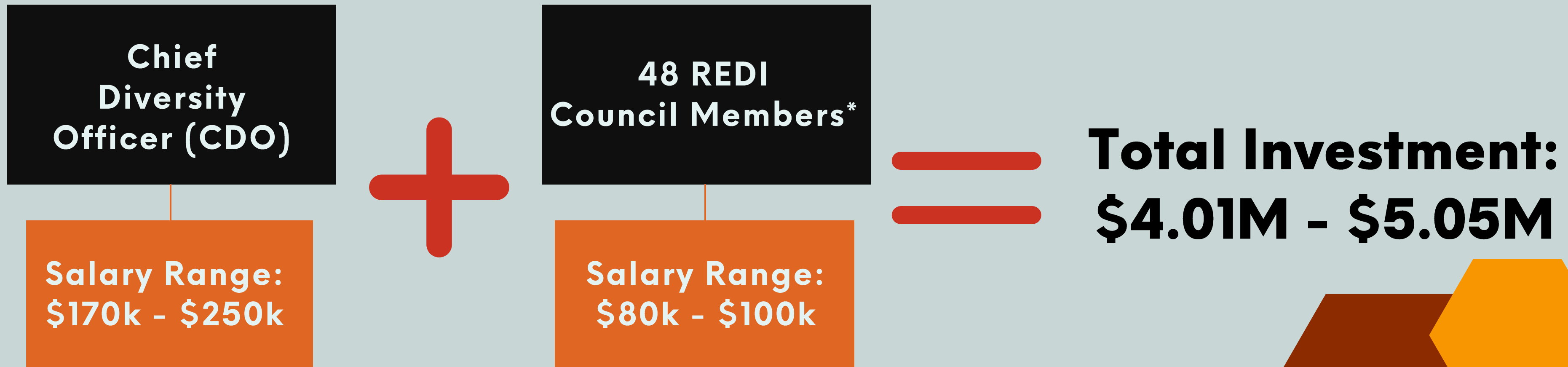
On the right track ...



**We work as a single team
with a common goal -
to create holistic value
by embracing change for
our shareholders,
communities, employees,
and clients.**



Diversity-Centered Leadership



**48 locations used based on comparable companies of same size and demographics*

"Chief Diversity Officer Salary | Salary.Com." Accessed February 16, 2023. <https://www.salary.com/research/salary/alternate/chief-diversity-officer-salary>.

Comparably. "Diversity Manager Salary." Accessed February 16, 2023. <https://www.comparably.com/salaries/salaries-for-developer>.

Homepage

My Groups

Group Announcements

My Calendar

Executive Overview

Survey Data

REDI Council Members

New Group Application

Application Status

On The Trail Newsletter

Creating A
Workforce That Is
Seen



Fatima Smith, Chief Diversity Officer

March 2023

M	T	W	T	F	S	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		
« Oct						



Featured Blog Post

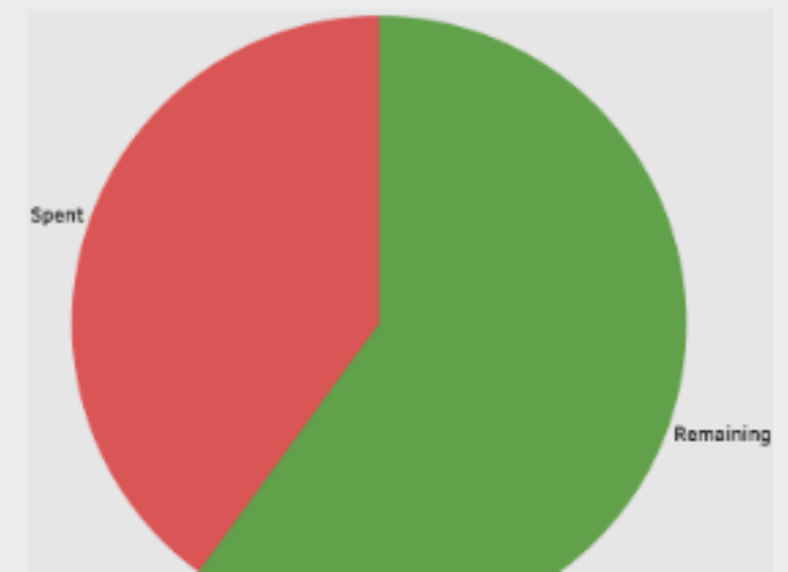


Ramla Sufi, Senior Project Analyst

The Importance
of my Faith



Executive Overview



Pending

REDI Council Members


At Rock Canyon, we embrace all faiths and beliefs in our diverse family. We work as a single team with a common goal- to create holistic Value by embracing change for our communities, employees, clients, and shareholders. Please feel free to connect with your fellow peers and express your authentic self.



Charlotte, South Carolina

Samuel Abbott

 s.abbott@rockcanyon.com

 (704)-456-7890



Newark, Delaware

Gina Tomlin

 g.tomlin@rockcanyon.com


 (973)-456-7890

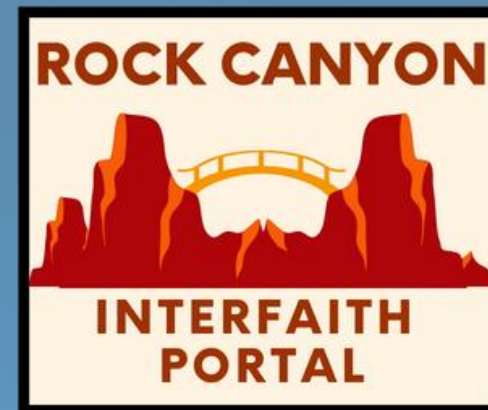


Ann Arbor, Michigan

David Guerra

 d.guerra@rockcanyon.com

 (734)-456-7890



Insufficient Continuity





[CLICK HERE TO FIND YOUR COMMUNITY](#)

March 2023

M	T	W	T	F	S	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		
« Oct						

Activities for the Week of March 13th:

March 16th

6:30pm- Dinner Celebrating Purim Hosted By Rock Canyon Jewish Org.

March 17th:

5:30pm- Holika Dahan Hosted By Rock Canyon Hindus

7:00pm- St. Patrick's Day Celebration at Piper Down Pub

Learn from
your peers

EMPLOYEE
LIBRARY

Visit Our
Community
Wall

Have an
event?
Submit it
here!

InterFaith Portal Development

**750 - 1000 hrs.
Development**

**Salary Range:
\$65 - \$150/hr.**

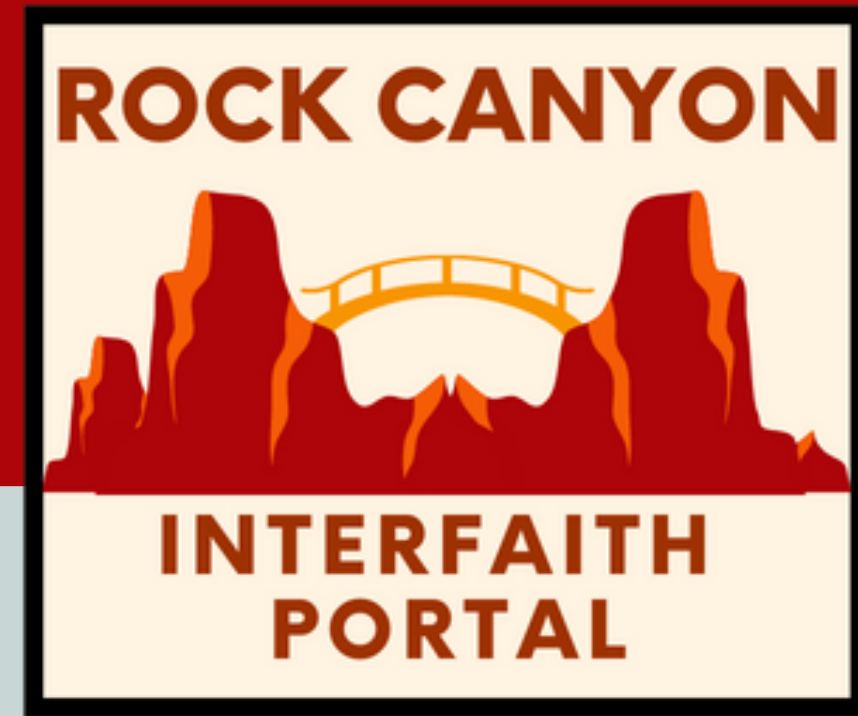


**Annual
Maintenance**

**\$36k - \$60k
Annually**



**Total Investment:
\$50k - \$150k
+ annual cost**





Next Steps



Annual Cost

\$4.06M - \$5.2M

5-Year Return

ROI: 60.13%





Phase I: Hiring

MONTH
0

MONTH
1

MONTH
2

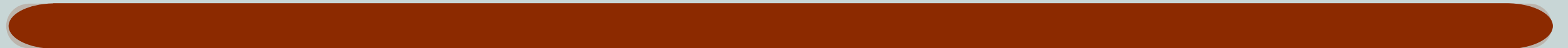
MONTH
3

MONTH
4

Hire CDO / Internal Memo



Hire REDI Council

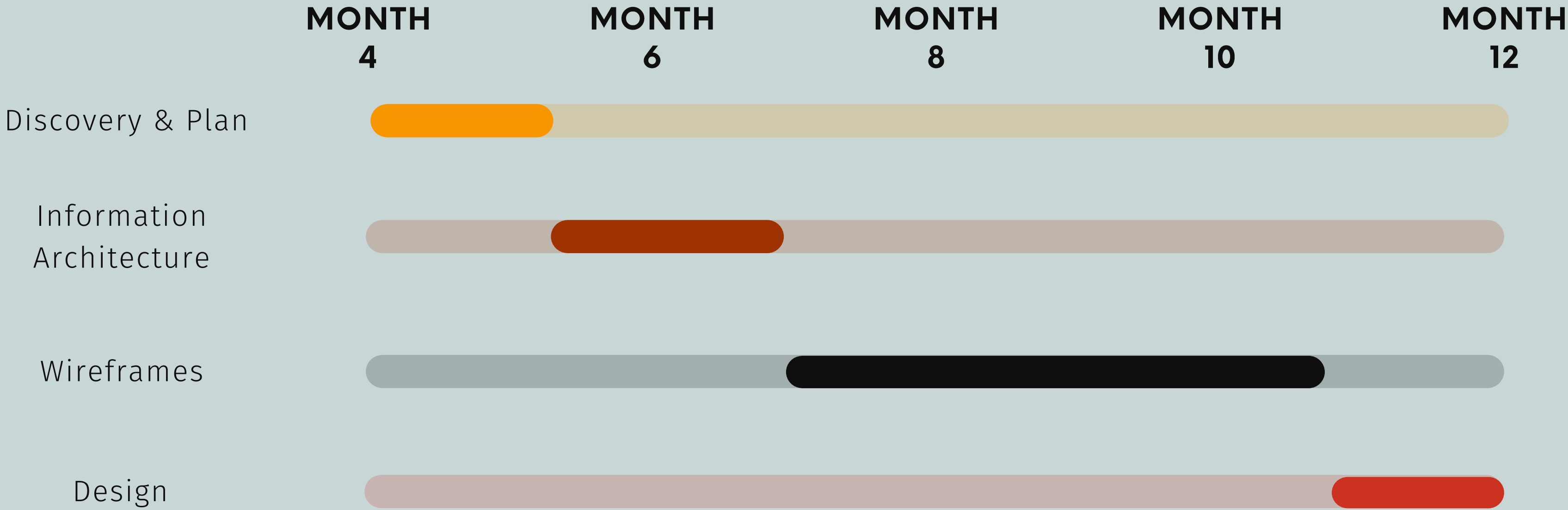


Hire Development Team



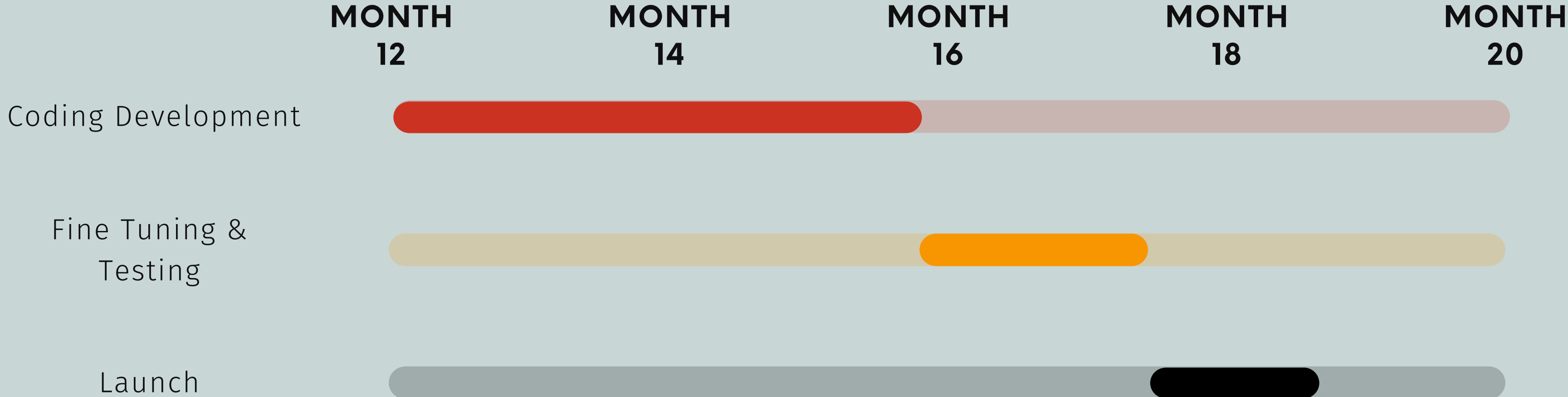


Phase 2: Development



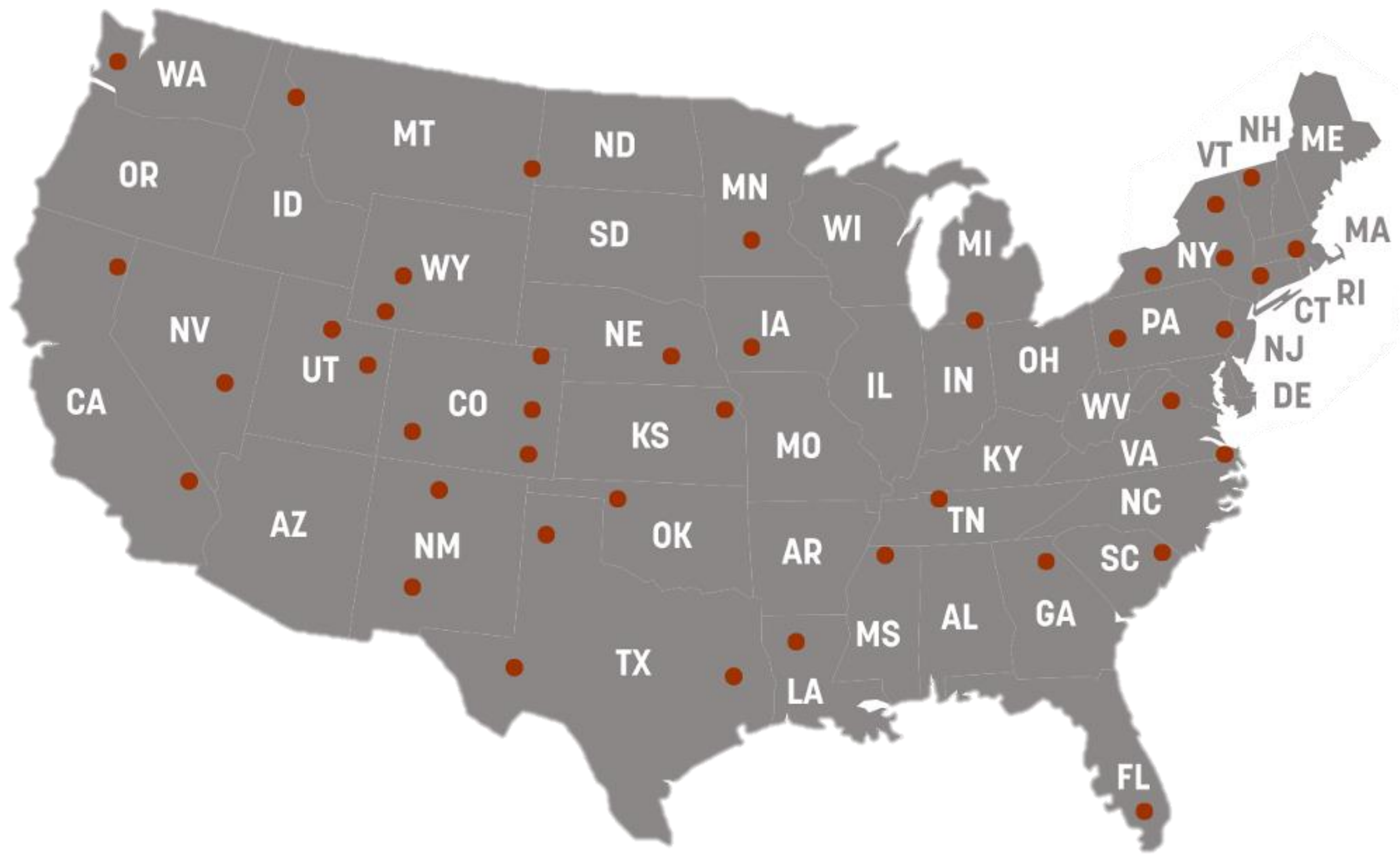


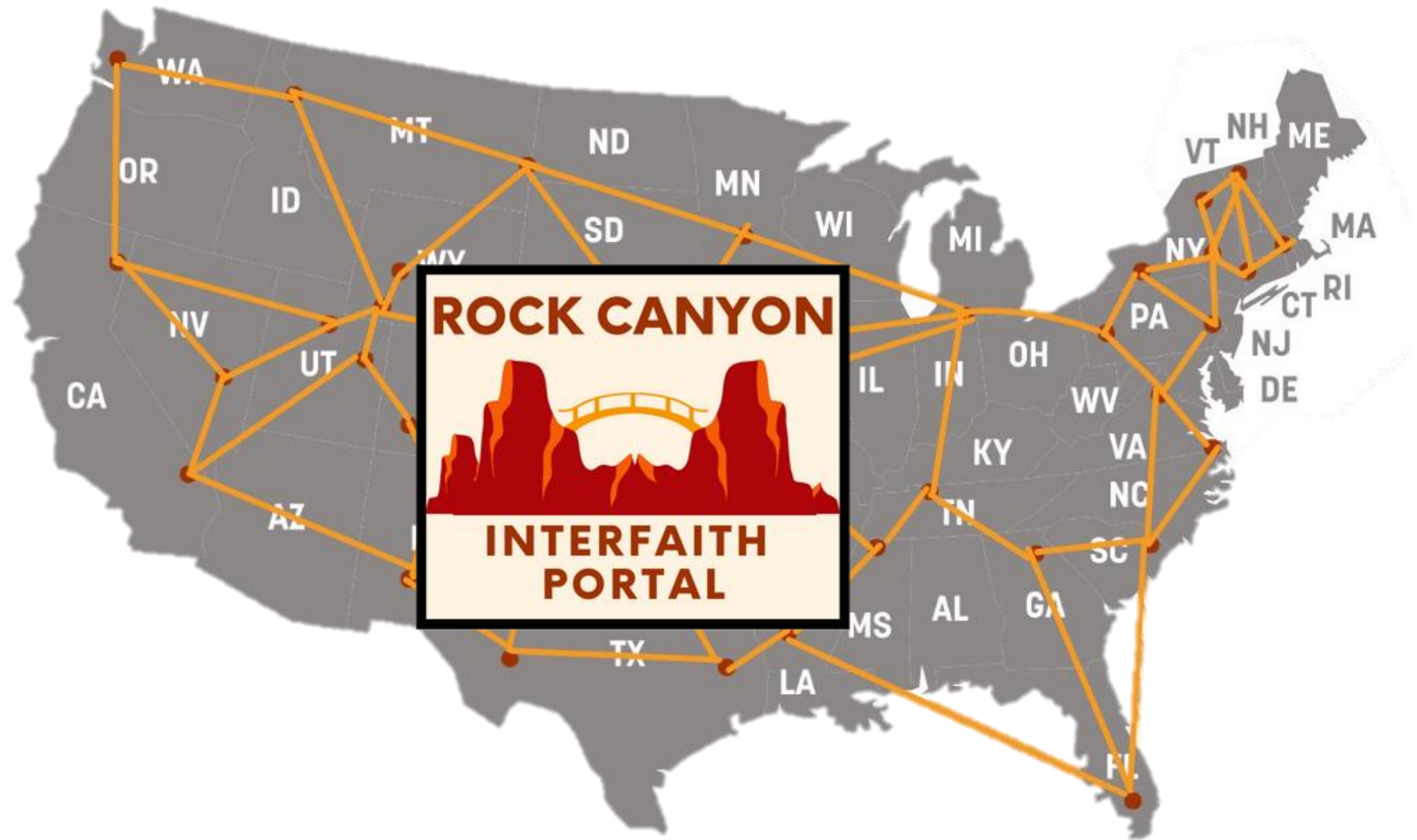
Phase 2: Development



The Opportunity

Attachable value provides ERGs at Rock Canyon with *great support* from leadership and *sufficient continuity* between groups.





ROCK CANYON
INTERFAITH PORTAL

Thank you!



Questions?

References

“Diversity, Equity, and Inclusion - HR Insights,” Gartner, accessed February 16, 2023, <https://www.gartner.com/en/human-resources/insights/diversity-equity-inclusion>.

Glassdoor Team, “Diversity & Inclusion Workplace Survey - Glassdoor for Employers,” US | Glassdoor for Employers (blog), October 1, 2020, <https://www.glassdoor.com/employers/blog/diversity-inclusion-workplace-survey/>.

Chief Diversity Officer Salary | Salary.Com.” Accessed February 16, 2023. <https://www.salary.com/research/salary/alternate/chief-diversity-officer-salary>.

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Altamira expert team, “How Much Does Web Portal Development Cost?,” Altamira (blog), August 1, 2022, <https://www.altamira.ai/web-portal-development-costs/>

“Website Maintenance Cost In 2023 – A Detailed Guide - Cydomedia,” November 7, 2022, <https://cydomedia.com/website-maintenance-cost-in-2022-a-detailed-guide/>.

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“How Diverse Leadership Teams Boost Innovation,” BCG Global, July 17, 2020, <https://www.bcg.com/publications/2018/how-diverse-leadership-teams-boost-innovation>.

“Website Development Process: A Step-by-Step Guide,” accessed February 16, 2023, <https://www.marceldigital.com/blog/website-development-process-a-step-by-step-guide>.

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“Effective Employee Resource Groups Are Key to Inclusion at Work. Here’s How to Get Them Right | McKinsey,” accessed February 16, 2023, <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/effective-employee-resource-groups-are-key-to-inclusion-at-work-heres-how-to-get-them-right>.

“More Evidence That Company Diversity Leads To Better Profits,” accessed February 16, 2023, <https://www.forbes.com/sites/karstenstrauss/2018/01/25/more-evidence-that-company-diversity-leads-to-better-profits/?sh=50109b8e1bc7>.

Kumar, V., & Pansari, A. (2015). Measuring the benefits of employee engagement. *MIT Sloan Management Review*, 56(4), 67-72.

Patti Phillips, “Measuring the ROI of Employee Engagement,” ROI Institute, n.d., accessed February 16, 2022.

“How High-Performance Organizations Measure D&I Program Efforts” (i4cp, February 16, 2022).

Appendix

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- [Portal Development Companies](#)
- [Internal Memo](#)
- [Profile Example](#)
- [5-Year Projection](#)
- [Revenues Worldwide](#)
- [Revenues Related to Recommendations](#)
- [NPV](#)
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- [Revenues](#)
- [Cost Savings](#)

Rock Canyon & Accenture Comparison

	Rock Canyon	Accenture
Revenue	\$50.3b	\$61.6b
Employees	720,000	738,000
Geographic Regions	North America Africa Europe	North America Europe Growth Markets
North America Locations	Unknown	48

Portal Development Companies:

DIGITEUM

Digiteum is a custom software development and IT consulting company founded in 2010. We design and develop customer-centric solutions for web, mobile, cloud, and IoT.

<https://www.digiteum.com/contact/>

PERCEPTION SYSTEM

Endowed with 20+ Years of Positive Change and driven by inspired teamwork, Perception System is now a full-scale web and software development company having a presence in San Jose (USA), Ahmedabad (INDIA).

<https://www.perceptionssystem.com/contact-us/>

SEMIDOT

Creating beautiful digital products engineered to drive growth for the world's leading brands.

<https://semidotinfotech.com/about-us>

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Internal Memo



To: All Rock Canyon Employees
From: [Insert Name], Chief Executive Officer

Today we take a new direction. One with all our arms linked, taking just one step at a time toward who we want to be.

For the last 73 years, we have experienced seemingly impossible growth, serving millions of customers, building up thousands of communities, every day working as a single team with a common goal – to create holistic value by embracing change for our shareholders, communities, employees, and clients. I cannot thank you enough for the time, energy, and emotions that each one of you has put into making this dream a reality. There is one area that Rock Canyon has fallen short of the standard in, and that is in supporting you. We have fallen short of creating an environment where you all feel comfortable utilizing all that makes you who you are. And we have fallen short of being ambassadors for each one of your passions and dreams, but today we take a new direction.

Over the next 18 months, we will be embarking on a new adventure together! Starting today we are taking tangible steps to further support the diversity of faith and beliefs that are represented at Rock Canyon. How are we going to do it? Here how:

We will implement a multi-step process of change that we believe will help us to support you, your families, and your careers more.



1. Hire a Chief Diversity Officer – creating a permanent position to push longevity in our DEI efforts.
2. Hire a Religious Equity and Diversity Inclusion (REDI) Council – Regional full-time employees to support new and existing religious employee resource groups.
3. Creating the INTERFAITH Portal – this will be a one-stop-shop for all things related to supporting religious diversity groups here at Rock Canyon. Some features:
 - New group applications
 - HR compliance reporting forms
 - Mass communication stream
 - Social Media feed for regional ERGs to communicate and support one another.
 - Direct access to contact CDO and REDI Council.
 - Streamline funding requests and expense reporting.


Full implementation of the INTERFAITH Portal will take 18 months as we develop the infrastructure to make this as robust of a resource for you all to use and benefit from!

As more details and information regarding these steps of change are finalized, you, our family, will be the first to know. I thank you for continuing to show up and give this company and our customers all that you have to offer. You are the reason for our success, and we want to honor the commitment each of you has made to this company. Forgive us for where we have fallen short, but we hope you are excited, as we are, about where we are going – all our arms linked together, taking one step at a time toward who we want to be.

[CEO Signature]

Profile Example


Fatima Smith 




Fatima Smith

Chief Diversity Officer


Your Feed



You have been invited to an event:
St. Patrick's Day Celebration at Piper Down Pub



You and Samuel Abbott are now connected!




A new peer has joined one of your groups.
Say Hello!

Fatima's Personal Wall


Praise Note
Ramla Sufi

Just read your article Ramla,
it was so insightful!



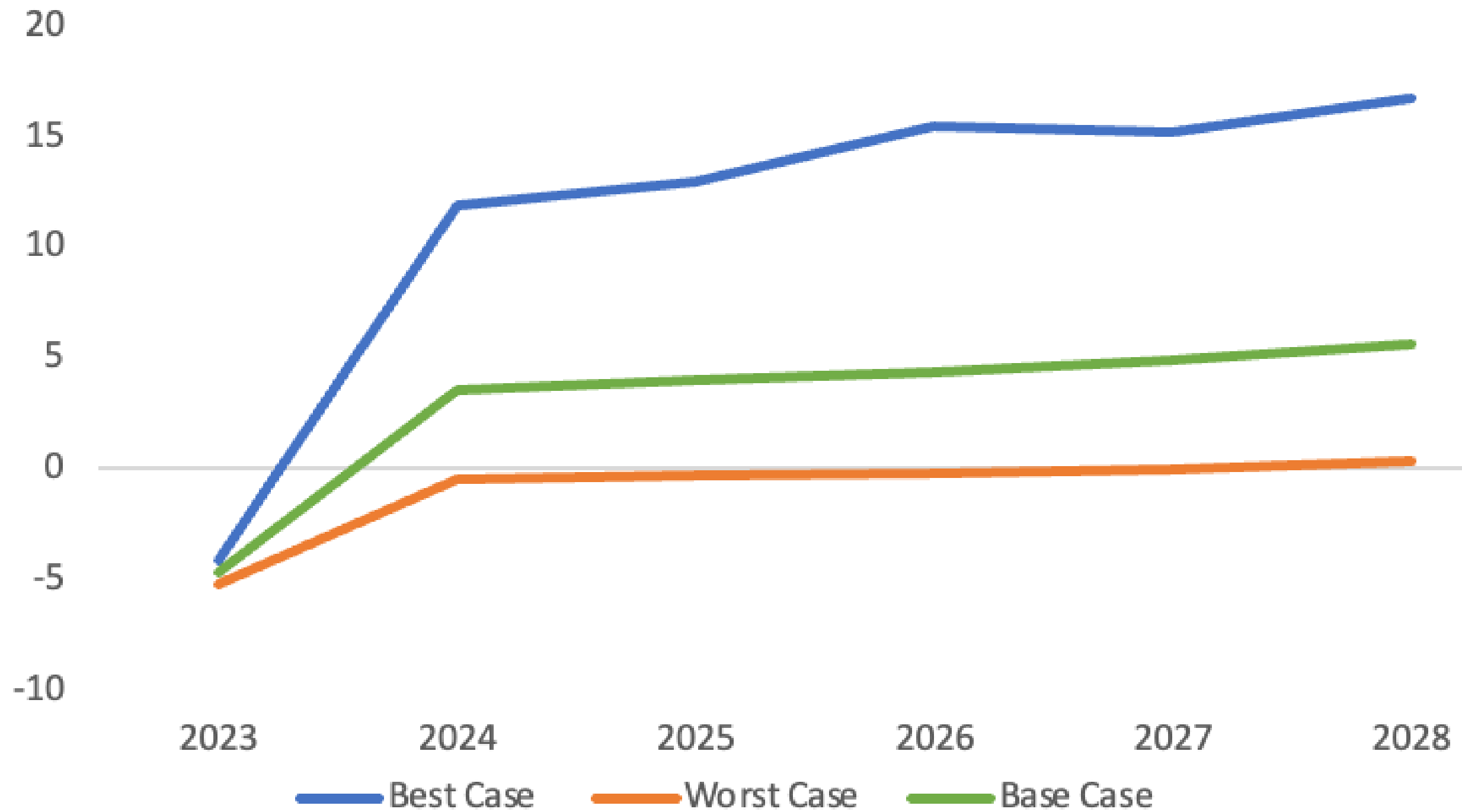
Request

Please keep my mother in
your thoughts and prayers.
She is getting medical
results back



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5 year Projected Net Cash Flows (Millions \$USD)



Revenues Worldwide						
year	Revenues (\$M)	Revenue Growth Rate (%)	Average Growth Rate (%)	Net Profits (\$M)	Net Profits Growth Rate (%)	Average Net Growth Rate (%)
2001	\$11,700			\$819		
2006	\$16,847	43.99%	7.56%	\$1,179	43.99%	7.56%
2011	\$24,259	43.99%		\$1,698	43.99%	
2016	\$34,932	43.99%		\$2,445	43.99%	
2021	\$50,300	43.99%		\$3,521	43.99%	
PROJECTIONS						
2022	\$54,105	7.56%	7.56%	\$3,787	7.56%	7.56%
2023	\$58,198	7.56%		\$4,074	7.56%	
2024	\$62,600	7.56%		\$4,382	7.56%	
2025	\$67,336	7.56%		\$4,713	7.56%	
2026	\$72,429	7.56%		\$5,070	7.56%	
2027	\$77,908	7.56%		\$5,454	7.56%	
2028	\$83,801	7.56%		\$5,866	7.56%	

Revenues Related to Recommendations in US

year	Revenues (\$M)	
2001	\$5,265	
2006	\$7,581	
2011	\$10,917	
2016	\$15,719	
2021	\$22,635	
PROJECTIONS	Revenues (\$M)	Retention Benefit (\$M)
2022	\$24,347	\$8.522
2023	\$26,189	\$9.166
2024	\$28,170	\$9.860
2025	\$30,301	\$10.605
2026	\$32,593	\$11.408
2027	\$35,059	\$12.271
2028	\$37,711	\$13.199

Weighted NPV
\$7,144,453.58

Weighted IRR
75.67%

Weighted ROI
60.13%

NPV

Base Case	18% : discount rate						0.5
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	
Cash Inflows	0	8,380,594	9,014,547	9,696,455	10,429,947	11,218,924	
Cash Outflow	4,660,000	4,806,000	5,043,300	5,292,465	5,554,088	5,566,243	
Net Cash Flow	-4,660,000	3,574,594	3,971,247	4,403,990	4,875,859	5,652,681	
NPV	\$7,531,831.68						
IRR	81.28%						ROI 57.62%

Worst Case	20% : discount rate						0.35
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	
Cash Inflows	0	4,929,761	5,302,675	5,703,797	6,135,263	6,599,367	
Cash Outflow	5,210,000	5,362,500	5,627,625	5,906,006	6,198,307	6,213,500	
Net Cash Flow	-5,210,000	-432,739	-324,950	-202,209	-63,044	385,867	
NPV	(\$4,823,855.60)						
IRR	-28.13%						ROI -16.94%

Best Case	18% : discount rate						0.15
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	
Cash Inflows	0	16,197,786	17,423,073	20,158,721	20,158,721	21,683,635	
Cash Outflow	4,120,000	4,270,500	4,481,025	4,702,076	4,934,180	4,944,512	
Net Cash Flow	-4,120,000	11,927,286	12,942,048	15,456,645	15,224,541	16,739,123	
NPV	\$33,779,248.03						
IRR	299.15%						ROI 248.32%

EXPENSES

base case - expenses				<u>increase: 5%</u>		
	2023	2024	2025	2026	2027	2028
Webpage	\$140,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
CDO	\$200,000	\$210,000	\$220,500	\$231,525	\$243,101	\$255,256
REDI Council	\$4,320,000	\$4,536,000	\$4,762,800	\$5,000,940	\$5,250,987	\$5,250,987
SUM	\$4,660,000.00	\$4,806,000.00	\$5,043,300.00	\$5,292,465.00	\$5,554,088.25	\$5,566,243.31

worst case - expenses				<u>increase: 5%</u>		
	2023	2024	2025	2026	2027	2028
Webpage	\$160,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
CDO	\$250,000	\$262,500	\$275,625	\$289,406	\$303,877	\$319,070
REDI Council	\$4,800,000	\$5,040,000	\$5,292,000	\$5,556,600	\$5,834,430	\$5,834,430
SUM	\$5,210,000.00	\$5,362,500.00	\$5,627,625.00	\$5,906,006.25	\$6,198,306.56	\$6,213,500.39

best case - expenses				<u>increase: 5%</u>		
	2023	2024	2025	2026	2027	2028
Webpage	\$110,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
CDO	\$170,000	\$178,500	\$187,425	\$196,796	\$206,636	\$216,968
REDI Council	\$3,840,000	\$4,032,000	\$4,233,600	\$4,445,280	\$4,667,544	\$4,667,544
SUM	\$4,120,000.00	\$4,270,500.00	\$4,481,025.00	\$4,702,076.25	\$4,934,180.06	\$4,944,511.87

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REVENUES

base case - revenues				<u>0.50</u>	<u>0.60</u>	
	2023	2024	2025	2026	2027	2028
Engagement (0.50%)		\$2,464,881	\$2,651,337	\$2,851,899	\$3,067,632	\$3,299,684
Retention (0.60%)		\$5,915,713	\$6,363,209	\$6,844,557	\$7,362,316	\$7,919,241
SUM	\$0.00	\$8,380,593.72	\$9,014,546.71	\$9,696,455.30	\$10,429,947.10	\$11,218,924.16

worst case - revenues				<u>0.40</u>	<u>0.50</u>	
	2023	2024	2025	2026	2027	2028
Engagement (0.40%)		\$1,408,503	\$1,515,050	\$1,629,656	\$1,752,932	\$1,885,533
Retention (0.50%)		\$3,521,258	\$3,787,625	\$4,074,141	\$4,382,331	\$4,713,834
SUM	\$0.00	\$4,929,761.01	\$5,302,674.54	\$5,703,797.24	\$6,135,263.00	\$6,599,367.15

best case - revenues				<u>0.80</u>	<u>0.75</u>	
	2023	2024	2025	2026	2027	2028
Engagement (0.80%)		\$5,634,013	\$6,060,199	\$7,011,729	\$7,011,729	\$7,542,134
Retention (0.75%)		\$10,563,774	\$11,362,874	\$13,146,992	\$13,146,992	\$14,141,501
SUM	\$0.00	\$16,197,786.19	\$17,423,073.48	\$20,158,721.29	\$20,158,721.29	\$21,683,634.92

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COST SAVINGS

base case - cost savings		<u>increase: 3%</u>				
	2023	2024	2025	2026	2027	2028
Turnover	\$1,060,996,860	\$1,092,826,766	\$1,125,611,569	\$1,159,379,916	\$1,194,161,313	\$1,229,986,153
SUM	\$1,060,996,860	\$1,092,826,766	\$1,125,611,569	\$1,159,379,916	\$1,194,161,313	\$1,229,986,153