

Team 10

FAITH & BELIEF AT WORK

2025 MBA CASE COMPETITION

HOSTED BY BYU MARRIOTT SCHOOL OF BUSINESS

JULIANA ACKOM, MOHAMMAD AWWAL ADESHINA, CARSON THRIFT



I. Introduction

II. Case Analysis

III. Results

IV. Future Considerations

V. Q & A

Agenda

Introduction



Meet The Team



Juliana Essel Ackom

- MBA Concentration: Strategy & Operations Consulting
- Interests: DIY Craft Projects, Baking, Music



Mohammad Awwal Adeshina

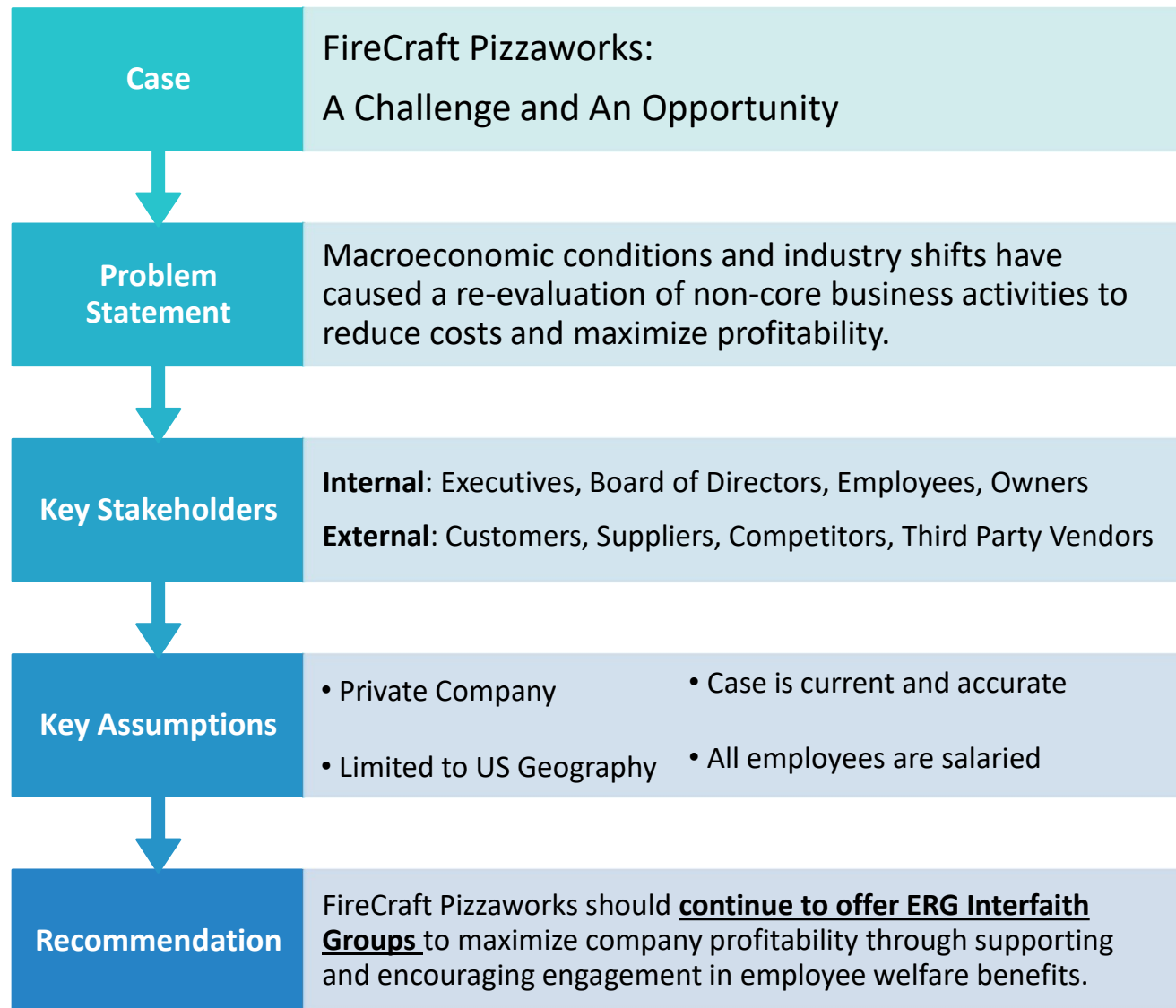
- MBA Concentration: Finance & Supply Chain
- Interests: Soccer, Cuisine



Carson Thrift

- MBA Concentration: Finance, Real Estate
- Interests: Guitar, Aviation, Movies, Pickleball

Executive Summary



Client Overview: FireCraft Pizzaworks

“A mid-sized, innovative kitchen and outdoor appliance firm specializing in high-performance pizza ovens.”

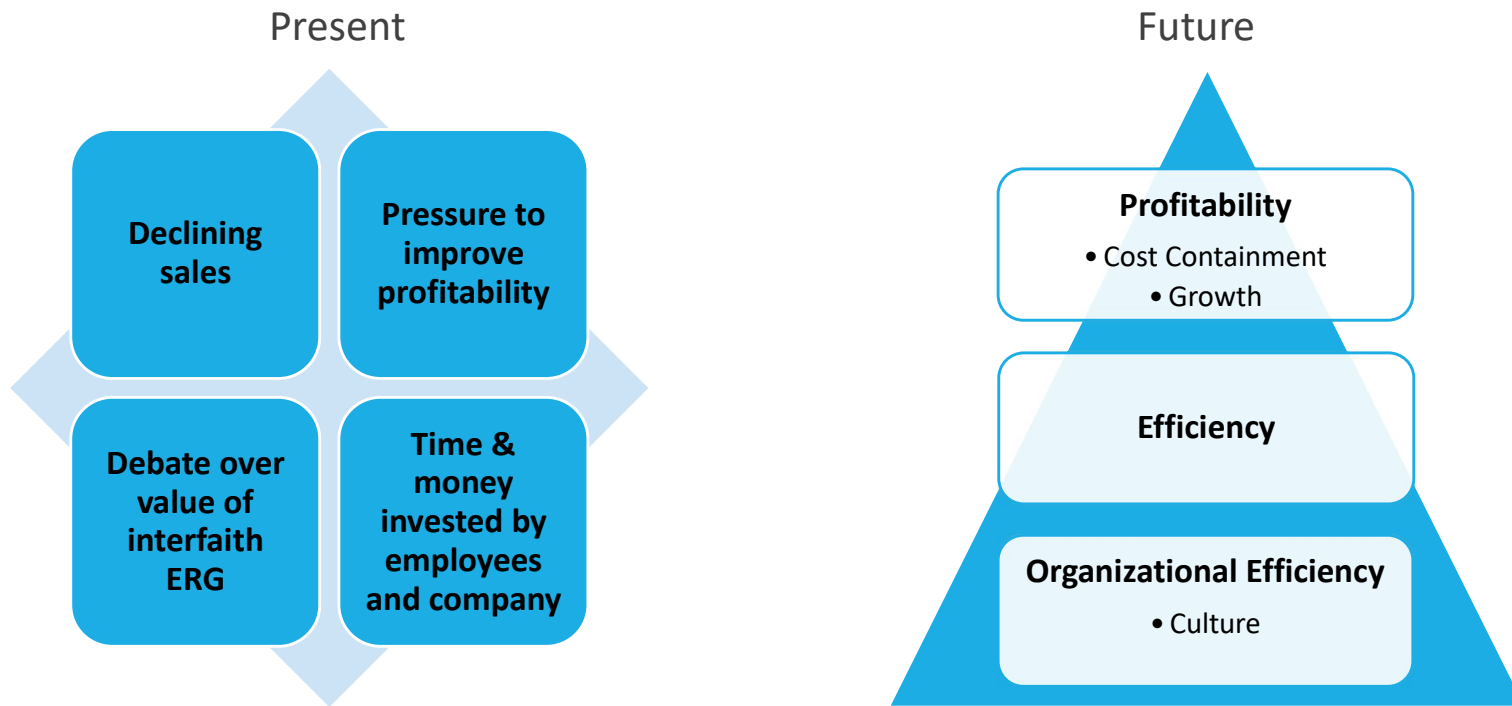
- Founded in 2015
- Grew from 50 employees to now 700
- Multiple locations in North America
- Large boom during COVID-19 pandemic due to economic stimulus



Case Analysis



Case Summary



Problem Statement

- Macroeconomic conditions and industry shifts have caused a re-evaluation of non-core business activities to reduce costs and maximize profitability.
- Does the interfaith ERG provide measurable value to Client's business objectives:
 - Financial performance
 - Employee morale
 - Retention
 - Recruitment



Challenges

Lack of concrete metrics to evaluate the interfaith ERG's impact.



Conflicting opinions among leadership on the role of ERGs in achieving business goals.

STAKEHOLDER	ROLE	APPROVAL OF ERG INITIATIVES	
		Yes	No
1. Avery Jessup	<i>CEO</i>		
2. Brita Perry	<i>Chief People Officer</i>	✓	
3. Hannah	<i>Director</i>		⊗
4. Hasan	<i>Hiring Manager</i>	✓	
5. Steve	<i>Director of Strategy</i>		⊗
6. Otto	<i>President of Operations</i>		⊗

Executive ERG Sentiment

Key Assumptions

Private Company

% Sales anchored Dec 22

Limited to US Geography

Case Info is accurate and up to date


All employees are salaried

Results



Options Analysis: A

Eliminate ERG Benefit Altogether

- a. Minor hard cost savings
 - b. Potential pushback from employees
 - c. Potential decrease in new hires
 - d. Redirect ERG resources to product development or other strategic initiatives
- 

Options Analysis: B


Pursue Alternative Welfare Benefits

- a. Chaplaincy Programs:** Proven to reduce turnover and improve morale in companies like Tyson Foods, with a reported \$9 ROI on \$1

- b. Hybrid Model:** Retain the interfaith ERG but reduce its budget and supplement with chaplaincy services or offer employee-supported benefits

Options Analysis: C

Continued company support of welfare benefits, specifically ERG

- a. Supports and inspires employee engagement
 - b. ~10% of the company is engaged with potential for growth
 - c. Attractive to new hires
- 

Data Trends and Observations

Employee Satisfaction
(currently stable at
~3.7/5).

Upward Sales Pre Covid
Post covid decline is
normalization of
performance pre covid.

Attrition rates (low in
2024, averaging 0.6%
monthly).

**Average days to fill
open roles** (improving
in Q4 2024).

Market Research Highlights

➤ Enhanced Performance (Society of Human Resource Management)

- 40% of workers felt encouraged to work harder and perform better due to wellness programs, and
- 26% reported fewer missed workdays.

➤ Improved Productivity and Engagement (Corp. Wellness Magazine)

- Prioritizing employee well-being experience leads to increased productivity and engagement
- Higher retention rates

ERG Types and Avg. Profits (Billions)

A comparison of average profits among companies that support broad ERG categories.

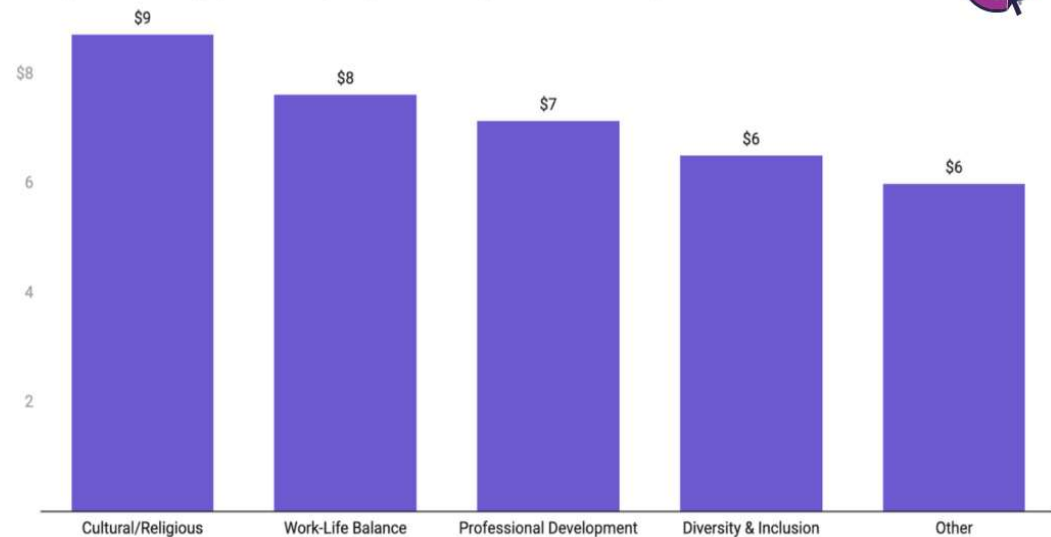


Chart: Diverst • Source: Fair360, Fortune 500, MentorcliQ

**Continue support of the
Interfaith ERG employee benefit.**



Action Steps:

Clean and
Analyze
data

Document
trends

Develop
clear
metrics

Perform a
cost/benefit
analysis

Present
findings to
leadership

Solution

Cost/Benefit Analysis



Metrics

Benefits

- Additional Hours
- Decreased Attrition

Costs

- Annual Event Cost
- Annual Productivity Loss



Company Data

Interfaith Attendance
2024 Turnover
Employee Satisfaction



Results

Annual Net Benefit: \$66,121

ROI: 59%

Cost/Benefit Analysis: ROI Sensitivity

		Additional Hours Per Employee per Week					
		0.25	0.5	1.00	1.25	1.50	2.00
% Decrease in Attrition	0.05%	-57%	-20%	53%	90%	127%	201%
	0.10%	-52%	-15%	59%	96%	133%	207%
	1.00%	51%	88%	162%	199%	236%	310%
	1.50%	108%	145%	219%	256%	293%	367%
	2.00%	166%	203%	276%	313%	350%	424%

Executive Concerns Addressed

“The absence of concrete data tells me that the benefits of these programs may be less tangible than previously thought” – Otto, President of Operations

“Cultural initiatives should be subject to financial scrutiny and treated like any other business investment”

➤ **Cost/Benefit Analysis of hard and soft costs supporting ERG compared to increased employee retention and willingness to work extra hours supports a positive ROI for the Company.**

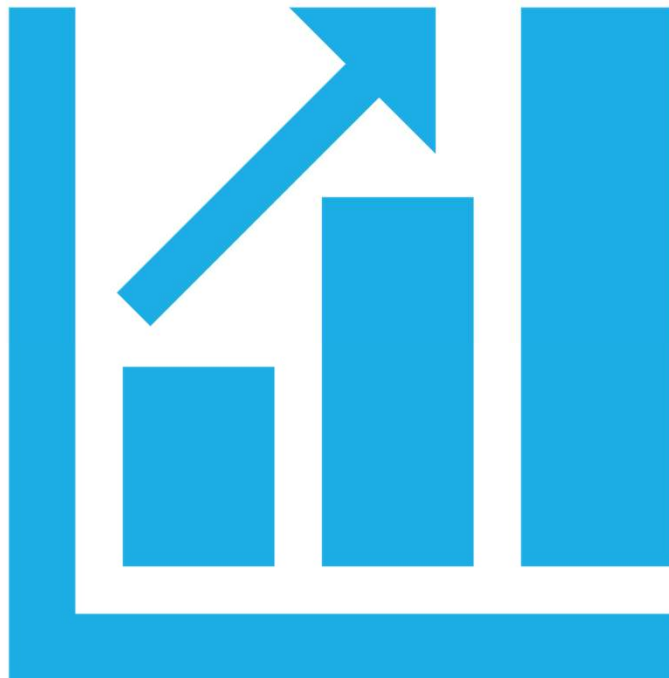
“If you really want to see how much they care, tell them they can keep their ERG, but funding comes from their bonuses, you won’t have an interfaith program after that”

“If we need to cut costs, we can reduce ERG spending to only fund ones that support underrepresented minority employees”

➤ **Market research shows that Millennials and Gen Z do not align with this sentiment, as supported by the case and the company’s employee satisfaction metrics.**

Future Considerations



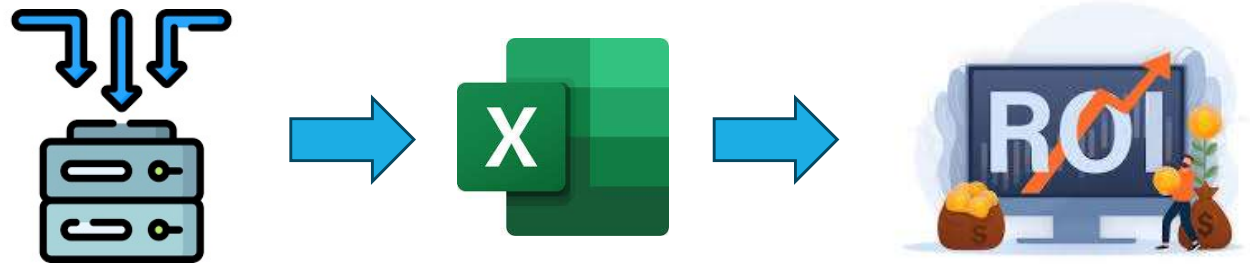


Impact and Scalability

- In-depth Sensitivity Analysis could provide greater insights into generating further ROI for the company.
- Increasing ERG participation would continue to improve ROI
- Benefit is easy to scale through the company with proper marketing and identity with company values

Future
Improvements

BENEFITS IMPACT CALCULATOR



Outputs	
Total Benefit	\$ 177,812.93
Total Cost	\$ (111,691.34)
Net Benefit	\$ 66,121.59
ROI:	59%

Q & A

Appendix

Cost Benefit Analysis

Cost

Total Annual ERG Events Cost	\$	(20,000.00)
Weighted Average Hourly Rate	\$	51.11
Participating Employees		69
ERG Events Per Year		26
Total Annual Productivity Loss	\$	(91,691.34)
Total Cost	\$	(111,691.34)

Inputs

Annual ERG Hard Cost	\$20,000	
Absentee Factor	10.00%	
Additional Work Hours per Week	1.00	hour(s)
Work Weeks per Year	52	week(s)
% Decrease in Attrition	0.10%	
# Employees Participating	69	
ERG Participation Increase	10%	
Weighted Avg. Hourly Rate	\$51.11	per hour
ERG Events Per Year	26	events

Benefit

Additional Hours

Weighted Average Hourly Rate	\$51.11
Participating Employees	69
Vacancy Factor	10%
Hours of extra work per week	1.00
Work Weeks	52
Value of Additional Hours	\$ 165,044.41

Decreased Attrition

Total Attrition For ERG Participants	\$	(185,051)
% Decrease in Attrition		0.10%
Cost Savings Per ERG Employee for 2024	\$	185.05
ERG Participation Increase		10%
ERG Employees		69
Total ERG Attrition Cost Savings	\$	12,768.52

Outputs

Total Benefit	\$	177,812.93
Total Cost	\$	(111,691.34)
Net Benefit	\$	66,121.59
ROI:		59%

Interfaith Attendance

Department	Percentage of Firm	Firm Employees	Average Salary	Annual Attrition Value Per Department	Annual ERG Attrition Per Employee	Percent of Department ERG Attendance	# of Dept. Employees	Weight	Employee Value of Time (\$/hr)	W. Employee Value of Time (\$/hr)
Sales and Marketing	33%	228	\$ 74,754	\$ (386,312)	\$ (27,042)	7%	16	0.21	\$ 35.94	\$ 7.47
Operations	9%	61	\$ 107,660	\$ (148,272)	\$ (11,862)	8%	5	0.06	\$ 51.76	\$ 3.28
IT & Engineering	12%	86	\$ 152,514	\$ (295,952)	\$ (14,798)	5%	4	0.06	\$ 73.32	\$ 4.09
Research and Development	12%	87	\$ 116,044	\$ (227,944)	\$ (31,912)	14%	12	0.16	\$ 55.79	\$ 8.81
Support	12%	86	\$ 89,773	\$ (174,204)	\$ (36,583)	21%	18	0.23	\$ 43.16	\$ 10.10
Executive Leadership	4%	31	\$ 304,075	\$ (212,767)	\$ (40,426)	19%	6	0.08	\$ 146.19	\$ 11.16
Distribution and Logistics	6%	44	\$ 127,109	\$ (126,251)	\$ (17,675)	14%	6	0.08	\$ 61.11	\$ 4.88
Finance	7%	47	\$ 145,116	\$ (154,038)	\$ -	0%	0	0.00	\$ 69.77	\$ -
HR	5%	32	\$ 109,745	\$ (79,229)	\$ (4,754)	6%	2	0.02	\$ 52.76	\$ 1.31
AVG	11%	78	\$ 136,310	\$ (240,309)	\$ (25,099)	10%	8	0.10	\$ 65.53	\$ 5.68
Total	100%	700	\$ 1,226,790	\$ (1,804,970)	\$ (185,051)	94%	69	0.90	\$ 589.80	\$ 51.11

Sales and Marketing make up most of the firm by number of employees, yet have the lowest avg. salary

"Support" employees represent the largest % of department attendance, with executives being the second highest

2024 Turnover

Months	Attrition Rate (%)	% Sales of All Time	% Change compared to previous 2 mo.
January	0.6%		
February	0.3%	38%	-53%
March	1.1%		
April	0.8%	44%	16%
May	0.7%		
June	0.4%	72%	64%
July	0.1%		
August	0.2%	42%	-42%
September	0.7%		
October	1.7%	38%	-10%
November	-0.1%		
December	0.3%	39%	3%
AVG	0.6%		
Total	6.8%		

High Attrition in Mar and Oct.

High Attrition in Mar and Oct.

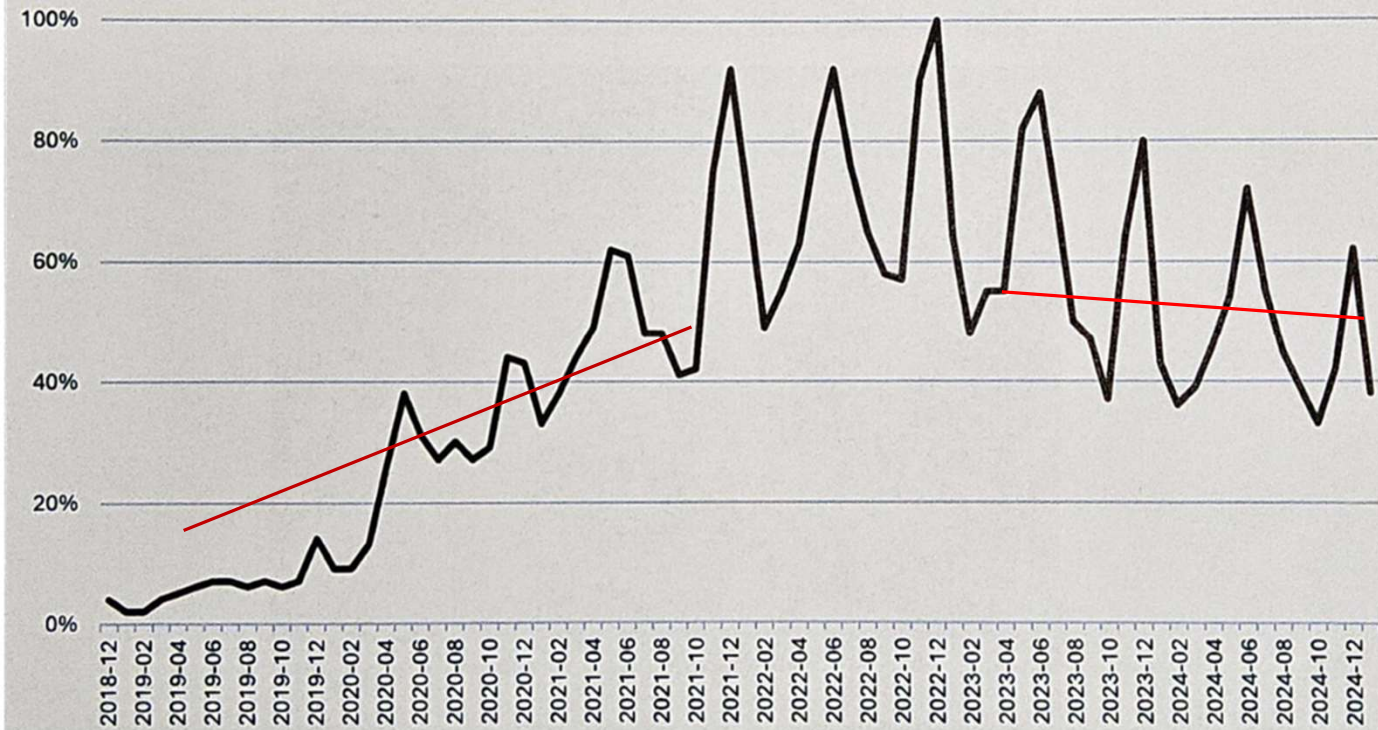
Employee Satisfaction

Period	Happiness Score
Q1 2024	3.78
Q2 2024	3.55
Q3 2024	3.69
Q4 2024	3.78

Period	Sales as Percent of All-Time High
Q1 2024	100%
Q2 2024	80%
Q3 2024	60%
Q4 2024	40%

Quarters	Average Number of Days to Fill Open Roles	Average Count of Applicants per Open Role
Q1	77	81
Q2	42	71
Q3	62	95
Q4	38	89

FireCraft Oven Sales as Percent of All-Time



% Sales of All Time

COVID-19 Era

Date	Sales as Percent of All-Time High2	% Change from Previous
2018-12	5%	0
2019-02	2%	-60%
2019-04	6%	200%
2019-06	7%	17%
2019-08	6%	-14%
2019-10	6%	0%
2019-12	16%	167%
2020-02	11%	-31%
2020-04	38%	245%
2020-06	32%	-16%
2020-08	34%	6%
2020-10	31%	-9%
2020-12	38%	23%
2021-02	39%	3%
2021-04	43%	10%
2021-06	52%	21%
2021-08	47%	-10%
2021-10	42%	-11%
2021-12	92%	119%
2022-02	51%	-45%
2022-04	67%	31%
2022-06	92%	37%
2022-08	62%	-33%
2022-10	58%	-6%
2022-12	100%	72%
2023-02	47%	-53%
2023-04	56%	19%
2023-06	87%	55%
2023-08	58%	-33%
2023-10	38%	-34%
2023-12	80%	111%
2024-02	38%	-53%
2024-04	44%	16%
2024-06	72%	64%
2024-08	42%	-42%
2024-10	38%	-10%
2024-12	39%	3%

Future Improvements

ERG IMPACT CALCULATOR

Category	Description	Metric	Data Source
Recruitment & Retention	How the ERG affects hiring, employee engagement, and turnover.	% of job applicants influenced by ERG presence	Applicant surveys, LinkedIn recruiting data
		Reduction in turnover among ERG participants	HR records, attrition reports
		Employee satisfaction score difference (ERG vs. non-ERG)	Internal employee surveys
Productivity & Performance	Whether participation in the ERG contributes to efficiency and morale.	ERG participant engagement vs. non-ERG peers	Performance reviews, 360 feedback
		Work hours gained/lost due to ERG meetings	Attendance logs
Innovation & Business Impact	The ERG's role in new product ideas, marketing initiatives, or customer engagement.	New product ideas originating from ERG discussions	ERG reports, R&D collaboration
		Customer engagement linked to faith-based marketing	Sales & customer surveys