

The slide features several fresh green mint leaves scattered around the text. One leaf is in the top right corner, another is in the middle right, a cluster is in the bottom right, and one is in the bottom left.

Sparking Synergy:

*Strategizing the Future Impact of
ERGs at FireCraft Pizzaworks*

Team #01

February 7, 2025

Our Team

Jeffrey Cournoyer



*Financial Planning
& Analysis*

DaniRose Hill



*Head of Corporate
Social Responsibility*

Hiral Patadia



*Director of
Business Strategy*

Miles Redfern



*Organizational
Leadership*

Agenda

Why it Matters

The Situation

The Solution

Risks and Mitigations

Results

Why it Matters

Dough - **Core Mission & Values**

The foundation.

Sauce - **Product Offering**

The essence.

Cheese - **Business Strategy & Finance**

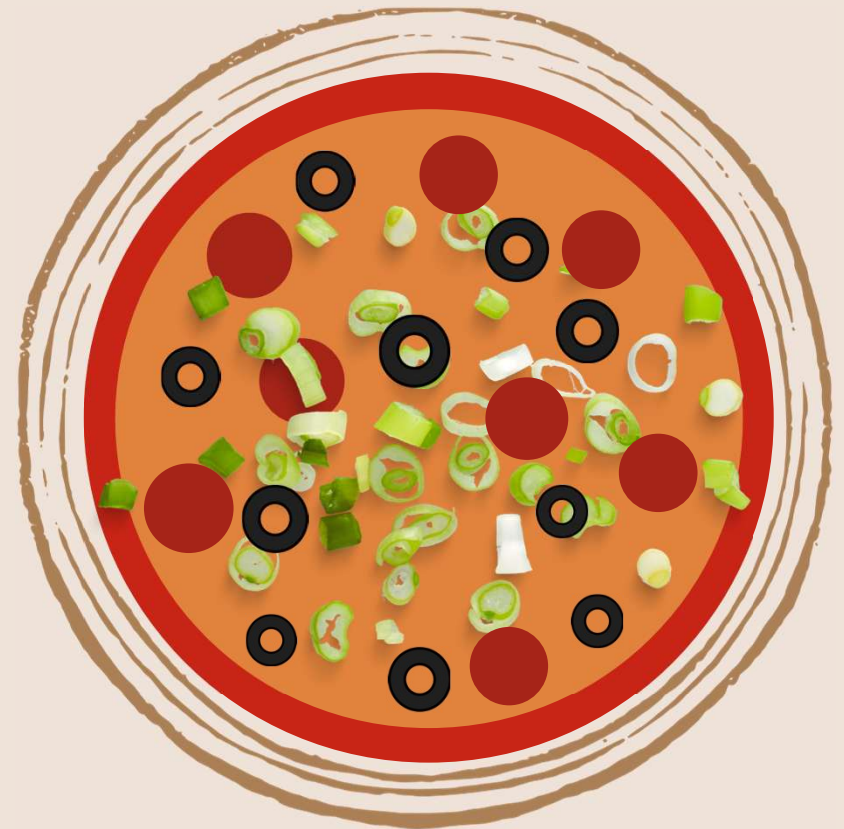
The binding element.

Toppings - **Departments and Teams**

The depth and variety.

The Flame - **A Thriving, Synergistic Company Culture**

Transforms raw ingredients into a harmonious masterpiece.



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The Situation



Decline in Financial Performance

Despite initial success, the company is now grappling with the effects of market saturation and post-pandemic shifts.



Shifting Perspectives on DEI Initiatives

There has been an industry-wide divestment in DEI efforts



Lack of Concrete Metrics

FireCraft hasn't delivered metrics on cultural initiatives and ERG effectiveness

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OUR STRATEGY



Recipe Refinement

Formalized ERG Processes & Governance



Traditional Toppings

Multifaith Forums & Events



Feeding the Soul

Holistic Wellbeing Program

THE IMPACT

Continuous data-driven development program that connects initiatives directly to profitability

To increase employee engagement, inspire R&D, and grow earnings per share

Drive satisfaction, reduce turnover and prevent absenteeism

See appendix 24 for impact citations

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PHASE 1: RECIPE REFINEMENT

- Form a 5-member ERG Board, appoint ERG Champion(s)
- Secure executive sponsorship
- Create standardized and reporting mechanisms
- Quarterly reviews (flexibility and adaptability)

PHASE 2: TRADITIONAL TOPPINGS

- Launch bi-monthly multifaith forums
- Implement an annual calendar for multifaith and cross-cultural events
- 3-4 forums annually focus group sessions

PHASE 3: FEEDING THE SOUL

- Onboard a Chaplain
- Provide stipends for religious support groups
- Introduce a family counseling program

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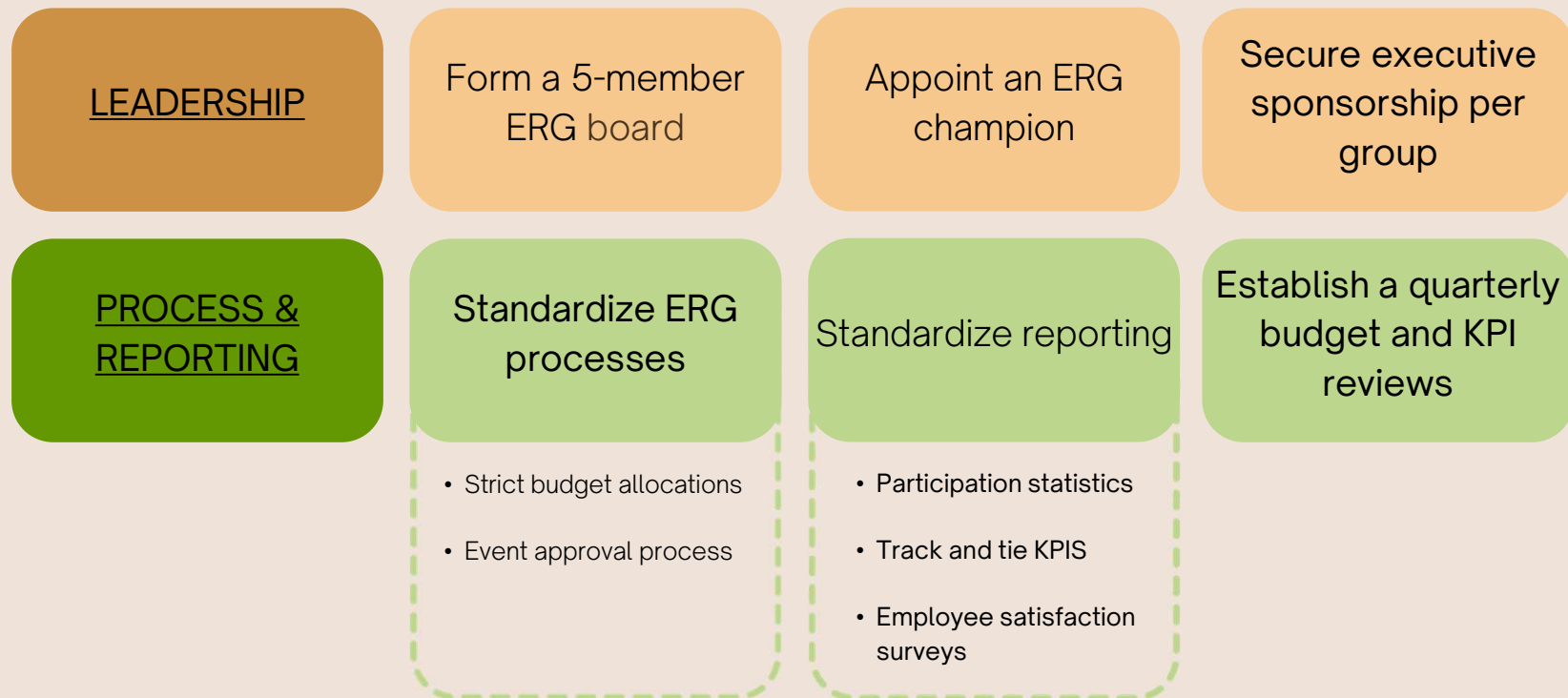
Results

Phase 1

Recipe Refinement



Formalize Process & Governance



See appendix 25 for leadership research


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Phase 2 
Traditional Toppings



**New Beginnings:
A Multi-faith
Dialogue**

*Setting Intentions
for the New Year*

Holi Celebration

*Hindu friendly
festival of colors,
love, and unity*

AAPI Heritage Month

*Speaker Series on
Buddhism, Taoism &
Confucianism in
Modern Life*

**FoundHERs
Luncheon**

*A Fireside Chat with
Female Founders*

**Hispanic
Heritage Month**

*Traditional
Hispanic Folk
Music & Dance
Celebration*

Veterans Day

*Faith, Service &
Resilience Panel*

**Black History
Month**

*Heritage and
Hope: A Black
History Tribute*

**Spring
Multi-faith
Banquet**

*Easter
Passover
Ramadan*

Pride Month

*LGBTQ+
Inclusion
Panel*

**International Day of
Friendship**

*Threads of Friendship:
Celebrate unity by crafting
personalized bracelets for
one another*

**Indigenous
Peoples' Day**

*Native Spirituality
Event*

**Ecumenical
Holiday
Gathering**

*Christmas
Hannukah
Kwanza*

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Spring Multi-Faith Banquet

Honoring Easter, Passover & Ramadan

An educational experience for all denominations and backgrounds!

Fostering Community

Emphasizes shared themes of renewal, faith, and community

Breaking Bread

Indulge in a delicious meal crafted to honor the rich traditions of all three holidays

Honoring Tradition

Brief presentations from ERG leaders on the historical and personal significance of each holiday



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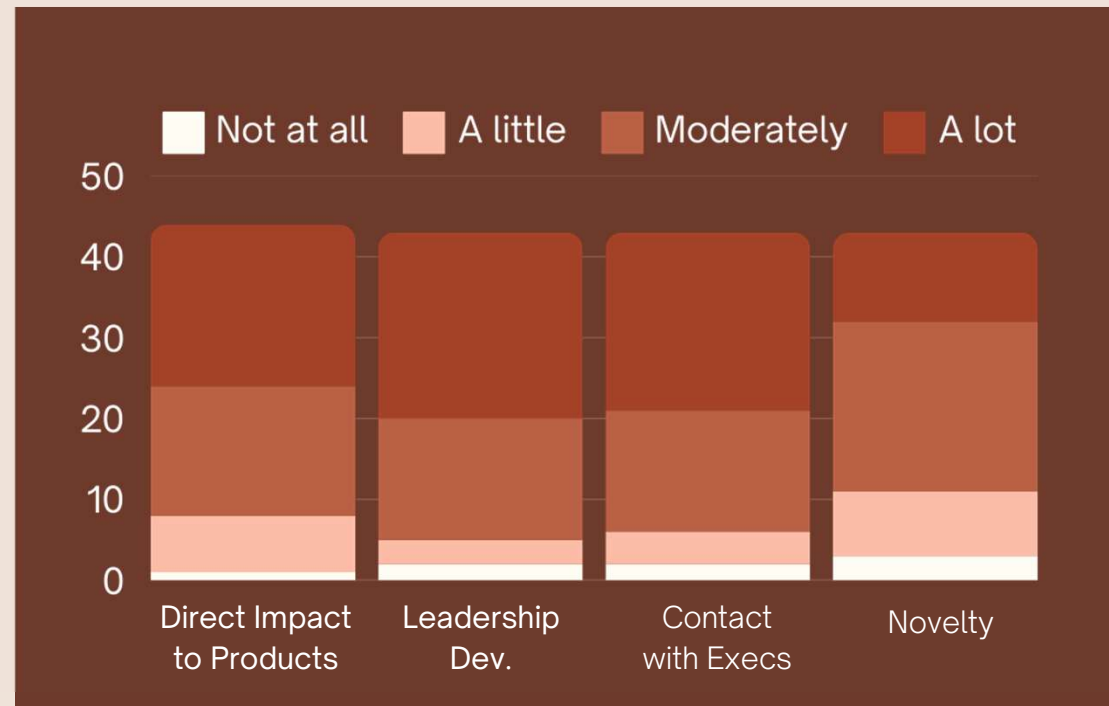
Establish Innovation Hubs

Company Benefit:

- Create bi-monthly multi-faith forums
- Leverage forums quarterly as diverse focus groups or “innovation hubs” within the organization
- Gain insights that drive product development, placement, and market strategies

Financial Benefit:

Save an average **\$104K** per year on external focus groups and R&D.



See appendix 26-27 for ERG focus group research

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Use Case: The Knead for Culture

Market different cultural communities to discover new opportunities

INDIAN

- Naan



- Roti



JEWISH

- Challah Bread



- Babka



LATINO

- Tortillas



- Empanadas



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Phase 3

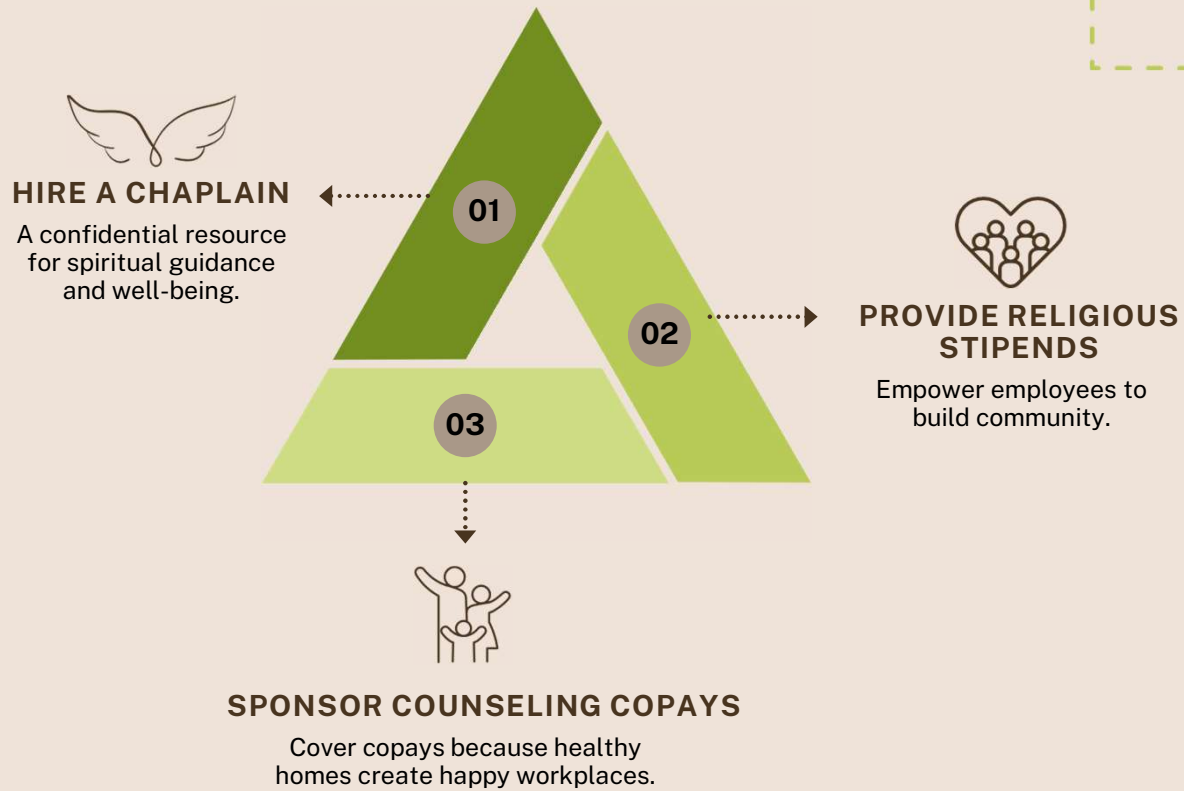


Feeding the Soul



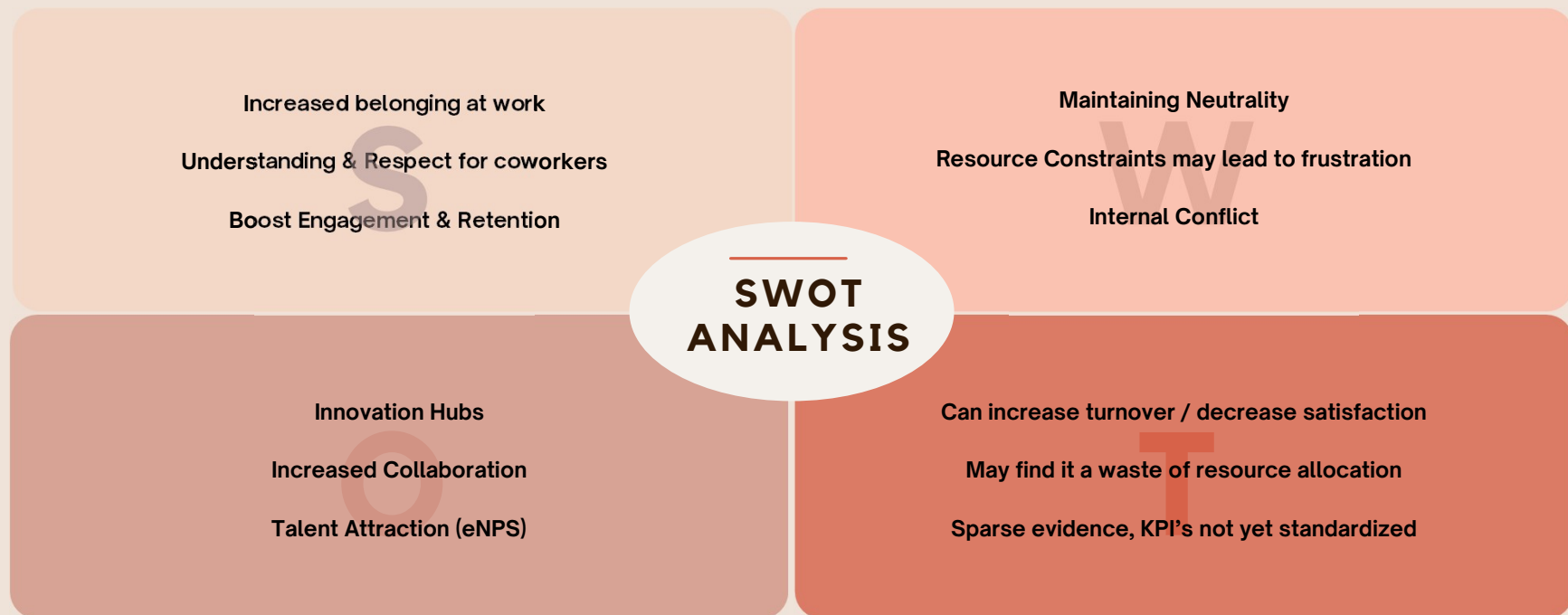
Holistic Support

52% of survey respondents reported that personal/family issues impact their work occasionally to often.



See appendix 33 for survey

Risks & Mitigations



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KPIs to Measure

- eNPS
- Engagement Scores
- Aggregate and Individual job KPIs
- Stay Interviews to become standard practice - find satisfaction and input numbers vs outsiders



See appendix 23 for KPI research

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The Bottom Line

11.6% of savings can cover all ERG costs.

Cost Items	Cost Amounts	% of Total Savings
Chaplain Salary (U.S. Avg.)	\$ 63,587.00	
Bi-Monthly Interfaith Forums (Phase 2)	\$ 500.00	
ERG Banquets (3)	\$ 6,150.00	
Other Events (11)	\$ 5,500.00	
Co-pays of up to 8 / yr	\$ 43,008.00	
Total Estimated Cost at Phase 3	\$ 118,745.00	11.6%
Savings items	Savings Amounts	
Innovation Hubs (Phase2)	\$ 104,000.00	
Attrition Savings	\$ 918,205.40	
Total Savings	\$ 1,022,205.40	

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Direct Turnover Savings

Average Direct Cost		
Avg Salary Firecraft (Case)	\$ 113,758.60	
% Cost of Onboarding/Turnover	55%	
Cost of Onboarding Turnover / Employee (a)		\$ 62,567.23
% of Quits, Discharges & Layoffs (Industry)	12.50%	
FireCraft Resignation Level (Turnover for 2024, Case)	(6.51%)	
Industry, FireCraft Resignation Difference (b)	5.99%	
Number of Employees (Case) (c)	700	
Annual Cost of FireCraft Turnover (a*(b*c))		\$ 2,623,444.00
No Adv. Oppro. Adj. (% Quit) - Low End	35%	\$ 918,205.40
35% + Disrespected at work (% Quit) - High End	68%	\$ 1,783,941.92

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Total Turnover/Onboarding Savings

Total Onboarding Cost		
Avg Salary Firecraft	\$ 113,758.60	
Total Cost of Onboarding	145%	
Cost of Onboarding Turnover / Employee (a)		\$ 164,949.97
% of Quits, Discharges & Layoffs (Industry)	12.5%	
Firecraft Resignation Level (Turnover for 2024, Case)	(6.51%)	
Industry, FireCraft Resignation Difference (b)	5.99%	
Number of Employees (c)	700	
Annual Cost of FireCraft Turnover (a*(b*c))		\$ 6,916,352.36
No Adv. Oppro. Adj. (% Quit) - Low End	35%	\$ 2,420,723.33
35% + Disrespected at work (% Quit) - High End	68%	\$ 4,703,119.60

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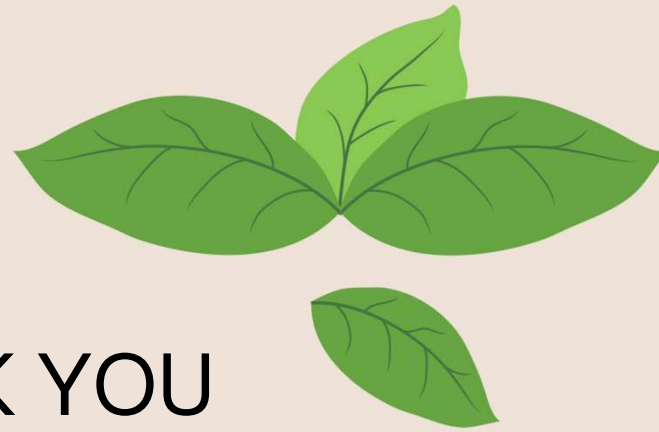
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“Through hard work, perserverance and faith in God, you can live your dreams.”

— Ben Carson



THANK YOU

Team #01

February 7, 2025

Appendix / Citations

KPIs & Processes Implement

- <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>
- <https://www.forbes.com/sites/juliekratz/2024/12/15/ergs-are-here-to-stay-despite-perceived-dei-pushback/>

Budget and Bottom Line Assumptions

- https://s3.amazonaws.com/kajabi-storefronts-production/file_uploads/sites/2147517889/themes/2159655325/downloads/2dbc7b-e26-8b7c-0031-112b1ea2ec6_2025_ERG_Trends_-_ERG_Leadership_Alliance.pdf
- <https://www-statista-com.lib.pepperdine.edu/statistics/1332197/factors-influencing-recruitment-retention-problems-worldwide/>
- <https://www-statista-com.lib.pepperdine.edu/study/111863/employee-satisfaction-key-industries/>
- <https://www.statista.com/statistics/1310979/main-reasons-leaving-job-us/>
- <https://www.focusgrouphub.com/how-much-does-a-focus-group-cost/>
- <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>

Impact Research

Employee Wellbeing:

- “Employees who work in organizations with strong organizational cultures report reduced work-family conflict and are more productive. Such corporate cultures reduce the possibility of work-family conflict, and the business may gain from increased employee job engagement.”
 - <https://journals.sagepub.com/doi/10.1177/21582440241247626#:~:text=The%20conservation%20of%20resources%20model,negative%20i mpact%20on%20psychological%20safety.>

Employee Satisfaction:

- “According to a McKinsey report, a staggering 66% of employees believe that their ERG is effective at fostering a sense of community. This sense of belonging is crucial for employee engagement, job satisfaction, and overall well-being.”
 - <https://www.forbes.com/sites/kalinabryant/2023/09/15/the-impact-of-employee-resource-groups-in-the-workforce/>

Employee Engagement:

- “Gallup concluded that companies with highly engaged workforces outperform their less-engaged peers by a whopping 147% in earnings per share.”
 - <https://www.cultureamp.com/blog/engaging-to-earn-3-ways-engaged-employees-boost-the-bottom-line>

ERG Leadership Recommendations

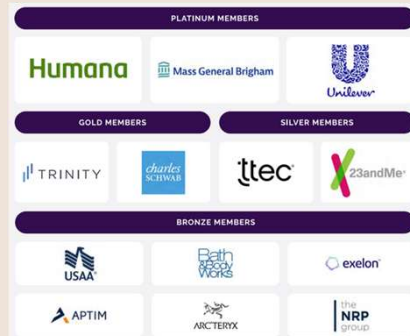
LEADERSHIP

Form a 5-member
ERG board

Appoint an ERG
champion

Secure executive
sponsorship per
group

EXAMPLES



SOURCE

https://s3.amazonaws.com/kajabi-storefronts-production/file-uploads/sites/2147517889/themes/2159655325/downloads/2dbc7b-e26-8b7c-0031-112b1ea2ec6_2025_ERG_Trends_-_ERG_Leadership_Alliance.pdf

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Next
Steps

Clorox Focus Groups

Clorox Focus Groups:

- “These [ERG] groups are a forum for strategic sharing, career mentorship and development, and support to our local communities through regular volunteer activities. Some also help drive the business by serving as internal focus groups, inspiring product innovations, accelerating product placement plans and deepening our understanding of the multicultural consumer. Guided by an executive sponsor, each ERG also provides a space for members to interact with leaders at the highest levels of the company.”
 - <https://www.thecloroxcompany.com/company/idea/connecting-through-employee-resource-groups>

Macy's ERG Insights

Macy's ERG Insights:

- Macy's marketing department created gift cards for quinceañeras in Hispanic markets in response to insights from Hispanic ERG. This resulted in \$250,000 in revenue over 38 locations with only passive marketing.
- https://www.cisco.com/c/dam/en_us/about/ac49/ac55/docs/ERGreportEXTERNAL.pdf

Why it Matters

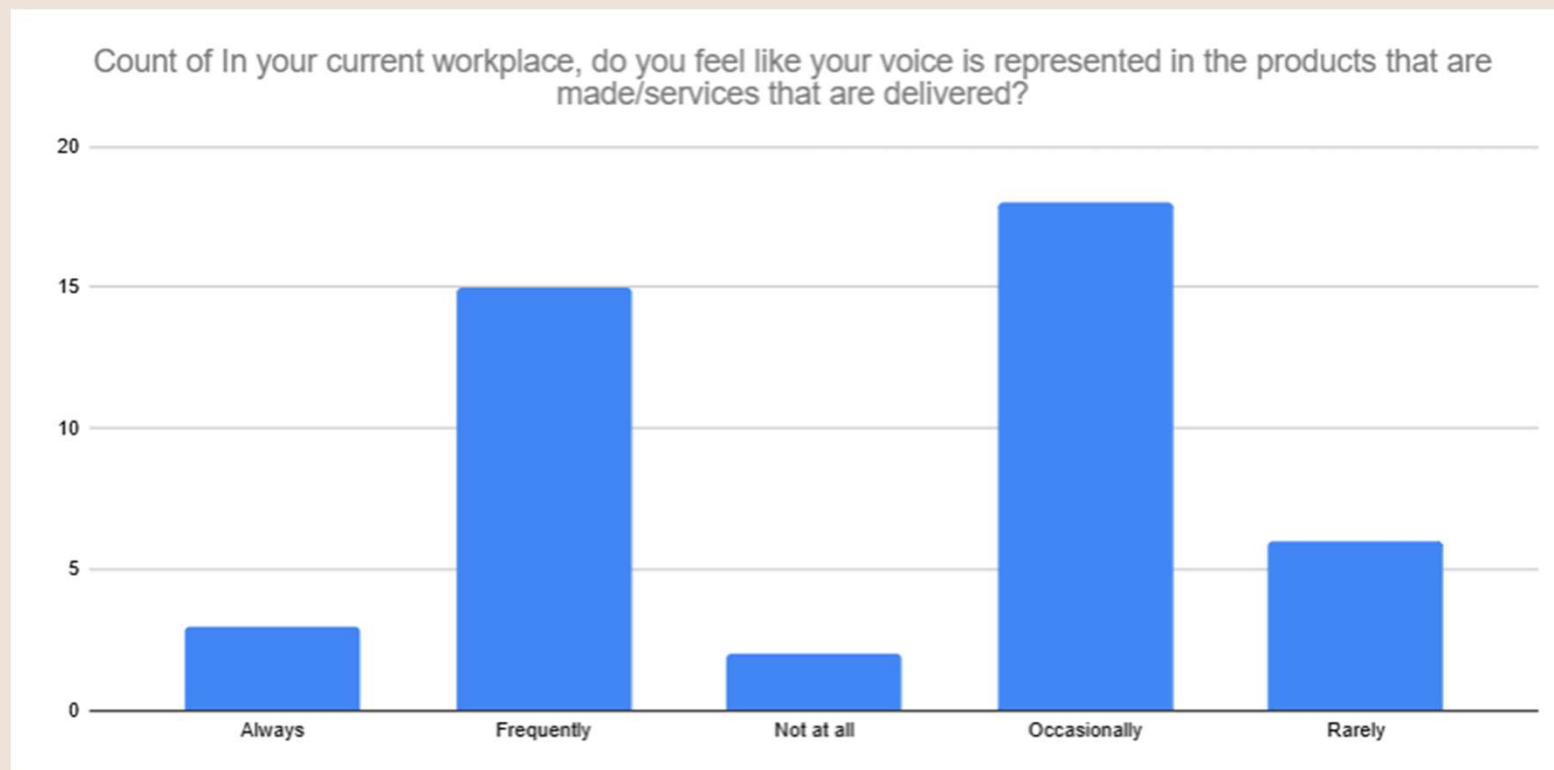
The Situation

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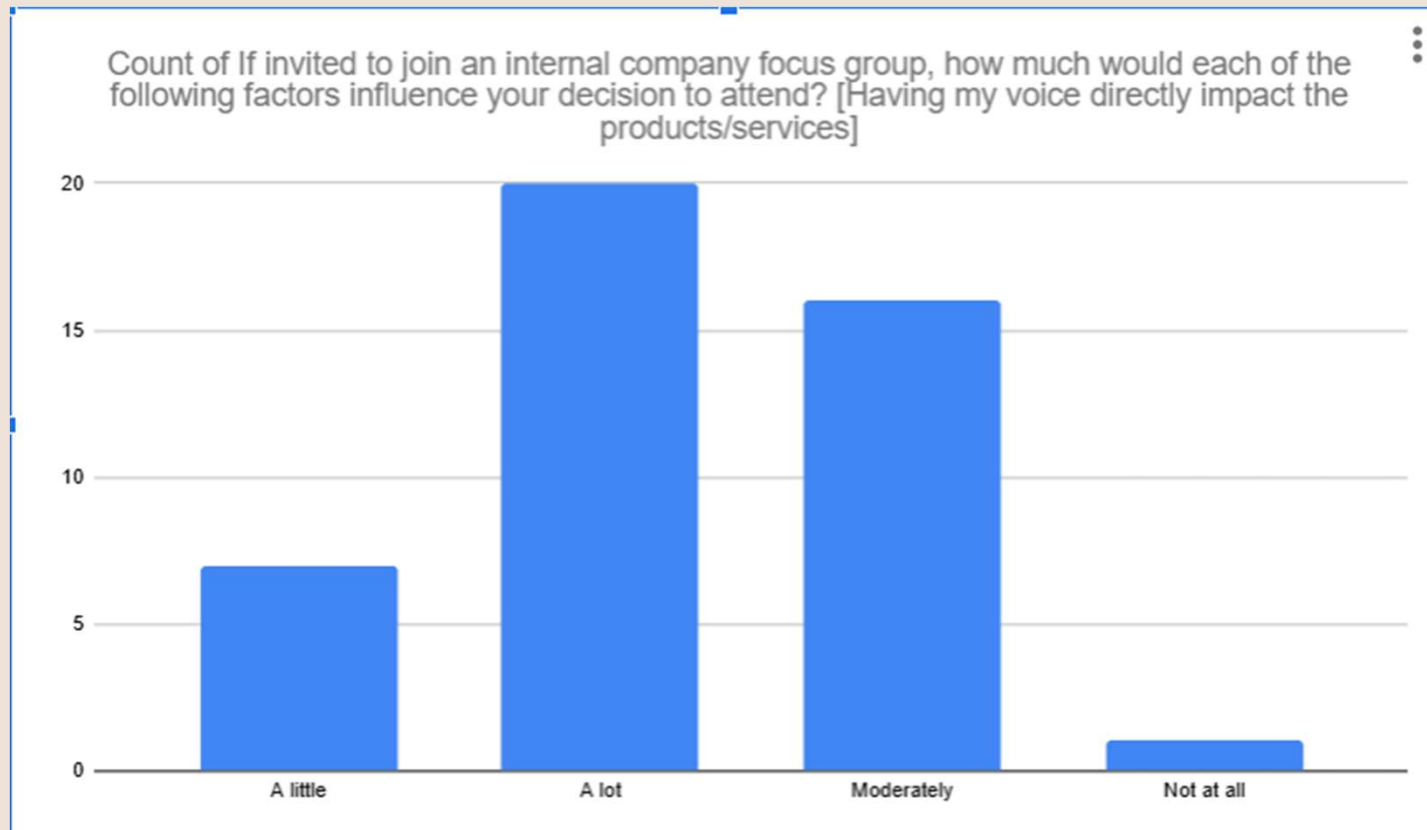
Risks and Mitigation

Next
Steps

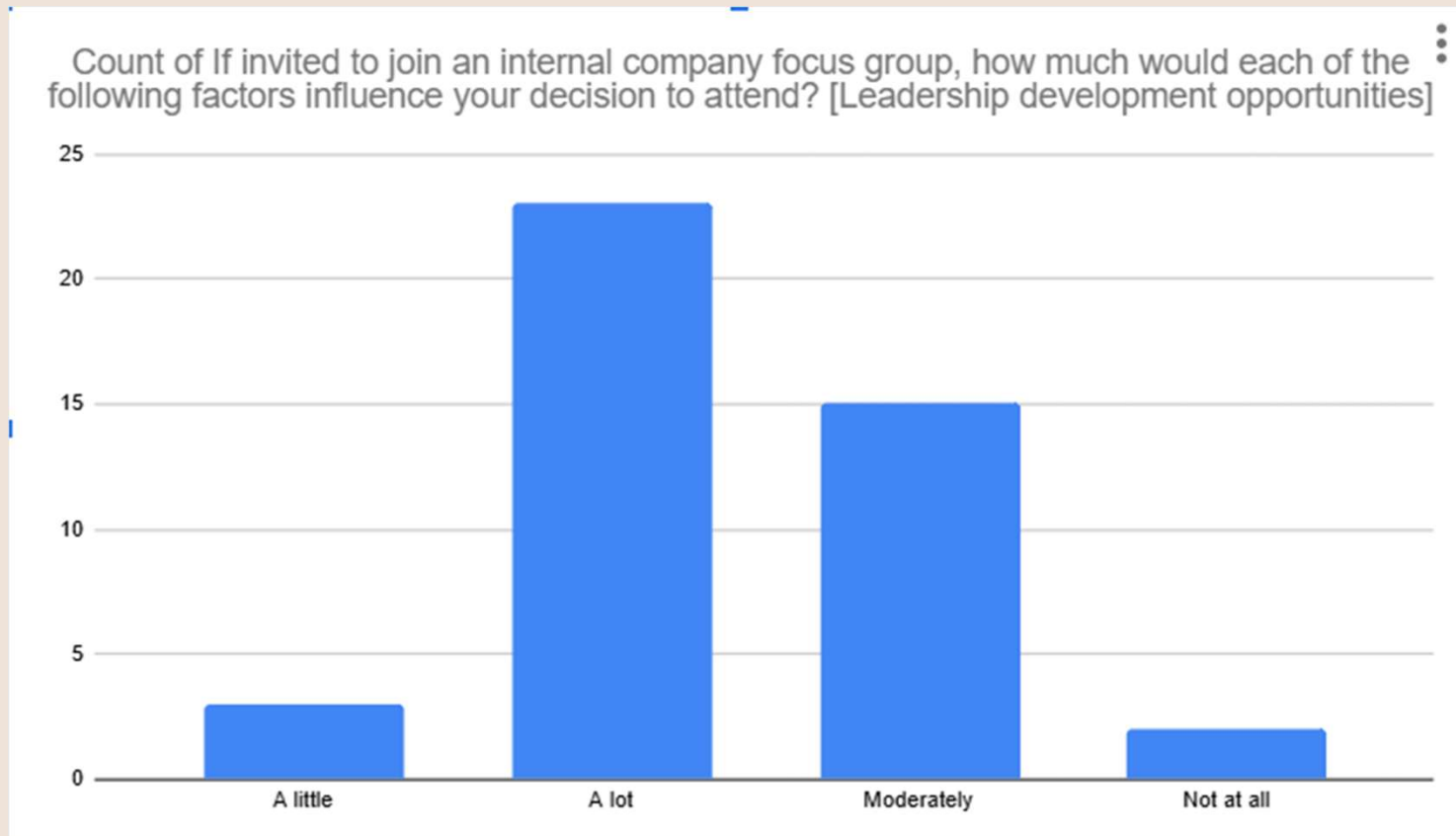
Employee Product Representation (Survey)



Product Impact on Attendance (Survey)



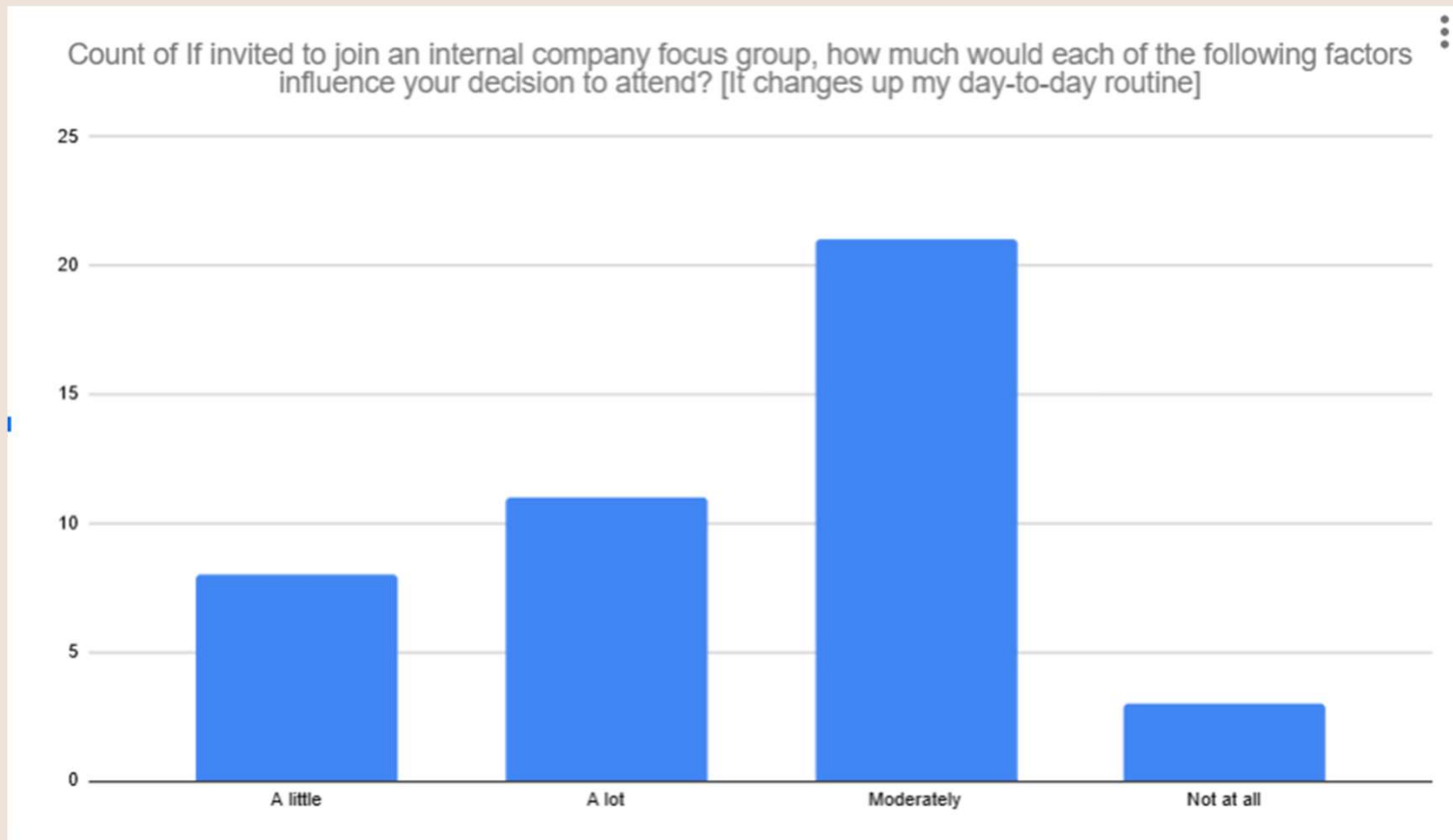
Leadership Development on Attendance (Survey)



Direct Exec. Contact on Attendance (Survey)



Routine Change on Attendance (Survey)



Family Issues Impact on Work (Survey)

