



FIRECRAFT: KEEPING THE FAITH

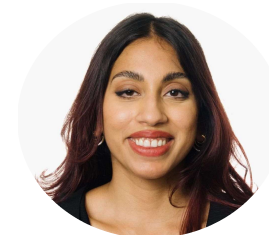
Team 6

7th February 2025



2025 MBA CASE COMPETITION faith & belief at work

hosted by BYU Marriott



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Executive Summary

Key Challenges

1 Growing pressure on profitability

Increased scrutiny of all initiatives, including Interfaith ERG to cut the spending

2 Absence of rigid frameworks for DEI initiative evaluation

Lack of clear and transparent evaluation methodology makes it harder to gain support of the colleagues

3 Lack of alignment with business goals

Initiatives within the Interfaith ERG lack clear proposals, and struggle to prove alignment within wider strategic goals

Proposed Framework and Methodology

Step 1: F.I.R.E. Pillars

Four pillars aimed at structured idea generation in the key DEI areas:

- **Faith** – foster a workplace with diverse religious beliefs and practices
- **Inclusivity** - ensure everyone feels valued and included in workplace culture
- **Responsibility** – establish governance structures to manage initiatives effectively
- **Embodiment** – integrate faith-based initiatives into the organization’s strategy

Step 2: Evaluation matrix

Framework prioritizes initiatives with high impact and feasibility backed by analysis on impact

Recommendations

Phase 1: Quick Wins & Foundations (0–6 Months)

Focus: High-feasibility, low-cost initiatives that create immediate impact and lay the groundwork for long-term change

Phase 2: Scaling & Engagement (6–12 Months) –

Focus: Expanding engagement, refining initiatives, and aligning with broader DEI efforts

Phase 3: Institutionalization & Recognition (12+ Months)

Focus: Sustaining impact, embedding policies into business strategy, and strengthening external credibility

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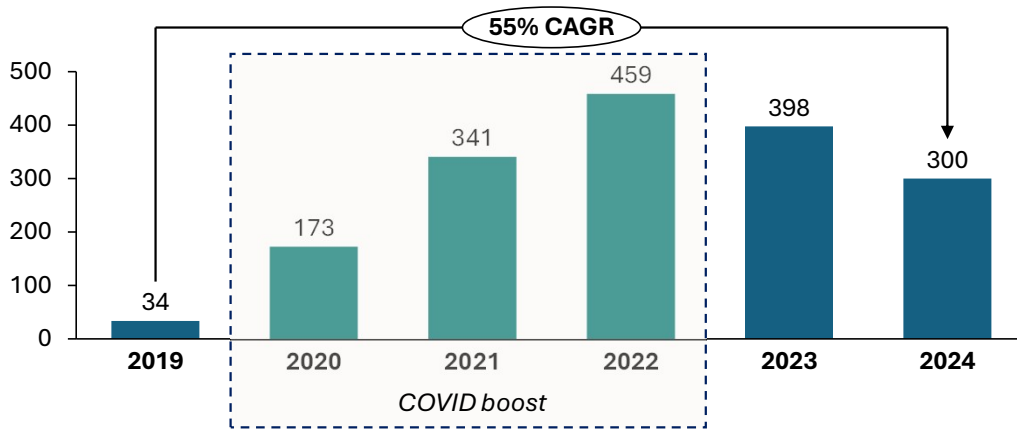
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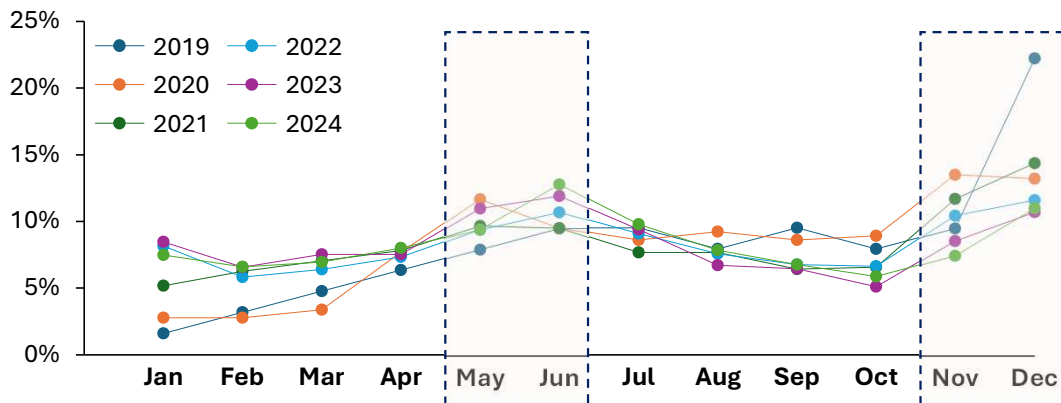
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FireCraft capitalized on favorable conditions to propel growth, but post-COVID topline pressure along with cost stickiness are creating profitability challenges

ESTIMATED TOPLINE PERFORMANCE, mUSD



TOPLINE SEASONALITY, % OF ANNUAL SALES



FireCraft Pizzaworks Overview:

- Full advantage of the favorable COVID conditions taken, recording **55% CAGR** over the last 5 years, transforming from a Start-up to an SME
- Sales growth supported by expansion in organization (**from 50 to 700 employees**)
- Revenue per employee **~430 kUSD (+20% vs industry average)**
- Payroll cost **~80 mUSD (27% of revenues)** in line with industry averages, albeit on a higher side
- Post-COVID cooling off means **maintaining checks and balances on resource allocation is essential** to ensure long-term stability and efficiency

Understanding and addressing stakeholder interests drives successful initiative implementation

Executive Team

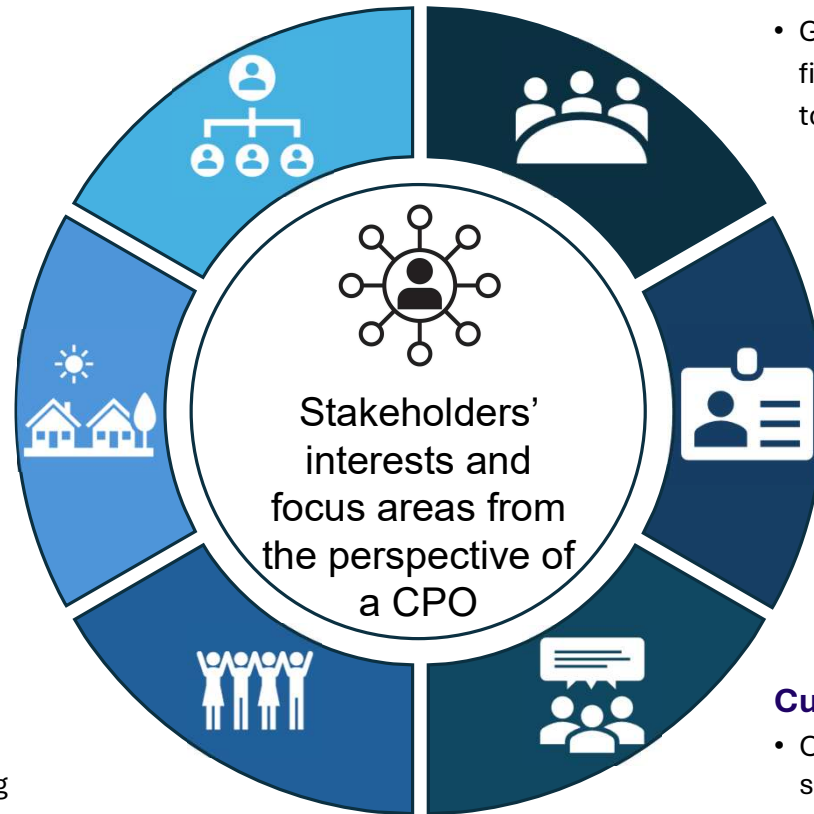
- **CEO:** Restoration of growth and improvement of profitability
- **DoS:** Resource allocation for strategic initiatives
- **COO:** Accountability for investments and additional resources for CAPEX/OPEX

Community

- Authenticity of initiatives and contribution to meaningful change within the workplace and in the broader society

Advocacy Groups

- Public commitment to DEI goals and regular reporting on progress, including clear actions on hiring practices, pay equity, and leadership diversity



Board of Directors

- Guide the company's long-term strategy, financial performance, and risk management to maximize shareholder value

Employees

- A culture where employees feel valued, heard, and supported
- Fair opportunities, diverse leadership, and an inclusive workforce

Customers

- Company's active promotion of inclusivity by supporting interfaith dialogue and fostering an environment where employees of all faiths feel valued and heard

FireCraft's ERG Lacks Business Integration—Without Clear KPIs & Strategic Alignment, It Risks Becoming a Cost, Not a Value Driver



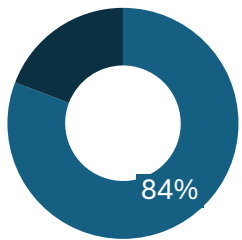
- 1** The ERG: Interfaith is **not seen as tying into key company priorities** such as **profitability, efficiency, and operational effectiveness.**
- 2** FireCraft **lacks measurable KPIs** to prove the ERG's impact on **retention, engagement, and productivity**
- 3** The ERG interfaith in its **current form lacks clear proposals and business alignment.**

FireCraft's ERG has untapped potential – with clear KPIs & business alignment, it can drive performance, engagement, and talent growth

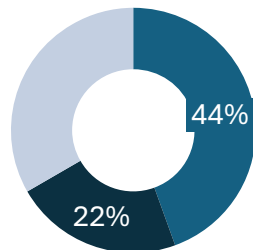


ERGs Enhance Engagement, Retention, and Innovation

- **Boost Engagement & Inclusion:** Create a sense of belonging, strengthen culture, and improve job satisfaction.
- **Enhance Retention & Leadership:** Support career growth, mentorship, and internal mobility, reducing turnover.
- **Strengthen Employer Brand:** Attract top talent, especially Gen Z and Millennials, with strong DEI initiatives.
- **Drive Innovation & Collaboration:** Foster diverse perspectives, improve problem-solving, and enhance teamwork.



84% employee engagement when companies value diversity



22% of companies measure ERG impact on retention; **49%** want to

The REDI Index benchmarks companies as global leaders in religious inclusion, highlighting their commitment to faith-based inclusivity in the workplace



The REDI Index is the premier benchmarking measure of an organization's commitment to including religion & belief as part of its overall inclusion and belonging initiatives



Rolls-Royce®

American
Airlines



TARGET®

Uber



Top religiously inclusive
global companies across
the world



Because religion is connected to most people in the world, it is important to ask how free someone is to practice their faith

Brian J. Grim PH.D., Founding President of Religious Freedom & Business Foundation

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F.I.R.E. pillars guided the focus areas, while the evaluation framework prioritized initiatives with high impact and feasibility, leading to actionable recommendation

F.I.R.E. Pillars	Description
F Faith	Foster a workplace that respects and accommodates diverse religious beliefs and practices
I Inclusivity	Ensure everyone, regardless of faith or background, feels valued and included in workplace culture
R Responsibility	Establish clear governance structures to manage and uphold faith-based initiatives effectively
E Embodiment	Integrate faith-based initiatives into the organization's broader strategy, ensuring long-term alignment and impact





Foster an environment that actively supports and accommodates diverse religious beliefs and practices

F - FAITH

I - INCLUSIVITY

R - RESPONSIBILITY

E - EMBODIMENT

Initiative	Description	Pros	Cons
 <p>1. Food Inclusivity</p>	<p>Add Kosher, Halal, and allergy-friendly options to the cafeteria by partnering with diverse food suppliers</p>	<ul style="list-style-type: none"> ☑ Creates a more inclusive workplace ☑ Boosts satisfaction for diverse employees ☑ Potential for increased cafeteria sales 	<ul style="list-style-type: none"> ⊖ Potentially higher procurement costs ⊖ Limited supplier options may delay rollout
 <p>2. Prayer Spaces</p>	<p>Set up quiet rooms for prayer, meditation, or personal reflection, accessible during work hours</p>	<ul style="list-style-type: none"> ☑ Promotes inclusivity and respect ☑ Improves mental well-being and focus ☑ Demonstrates corporate care 	<ul style="list-style-type: none"> ⊖ May require flexible scheduling for breaks ⊖ Some teams may find coordination harder
 <p>3. Religious Holiday Observance</p>	<p>Allow employees to take time off for key religious holidays or spiritual needs such as Passover or Diwali, leveraging a floating holiday policy</p>	<ul style="list-style-type: none"> ☑ Builds empathy and respect among employees ☑ Shows organizational commitment to inclusion ☑ Supports retention efforts 	<ul style="list-style-type: none"> ⊖ Risk of scheduling conflicts during peak business periods ⊖ Perception of fairness could vary among teams
 <p>4. Spiritual Guidance</p>	<p>Provide access to an interfaith chaplain for spiritual support and personal counselling</p>	<ul style="list-style-type: none"> ☑ Improves emotional well-being and engagement ☑ Provides personalized support for employees 	<ul style="list-style-type: none"> ⊖ High cost for hiring specialized chaplains ⊖ Risk of perceived religious bias or confidentiality issues

Prioritizing Prayer Spaces and Food Inclusivity ensures high feasibility and impact, delivering immediate inclusivity benefits while aligning with FireCraft's goals

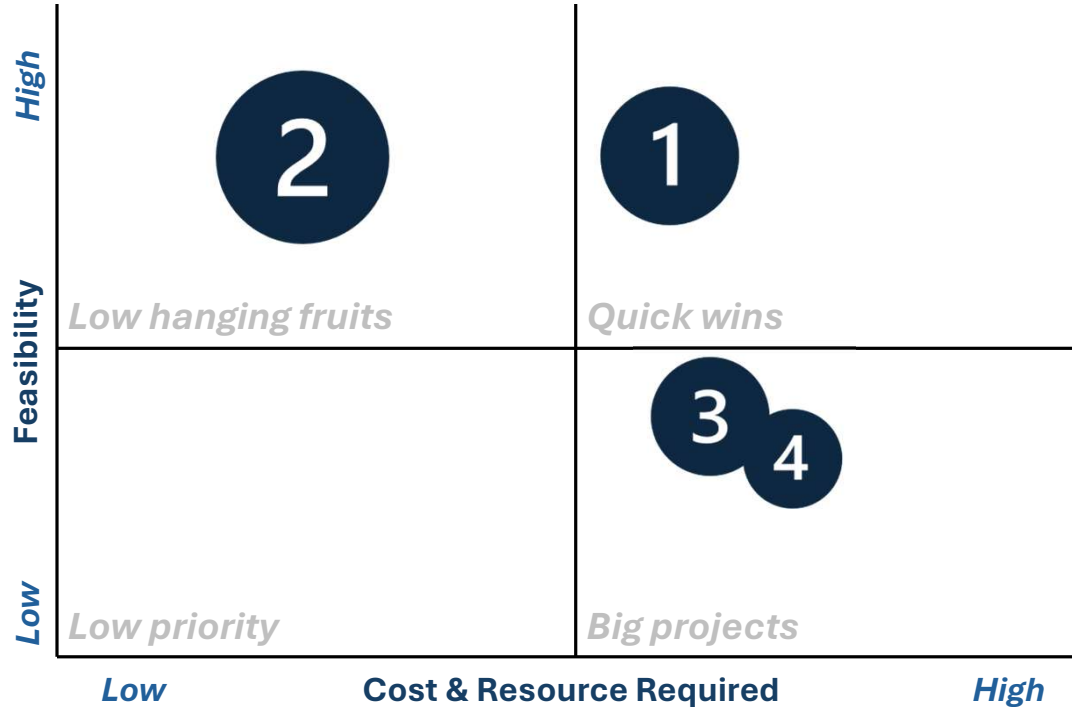
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Cost & Resource Required vs. Feasibility Matrix



This 2x2 matrix evaluates initiatives based on feasibility and cost/resource intensity, with bubble size representing overall impact, as broken down in the right-side table.





Inclusivity initiatives strengthen engagement and teamwork, but success depends on addressing logistical and participation challenges

F - FAITH

I - INCLUSIVITY

R - RESPONSIBILITY

E - EMBODIMENT

Initiative	Description	Pros	Cons
 <p>1. Religious Workshops</p>	Organize monthly workshops led by speakers or employees to showcase religious practices and foster interfaith understanding	<ul style="list-style-type: none"> ☑ Builds cultural awareness and empathy ☑ Encourages dialogue across beliefs ☑ Improves team cohesion 	<ul style="list-style-type: none"> ⊖ May be perceived as biased if not inclusive ⊖ Participation could remain low without strong promotion
 <p>2. Community Collaboration</p>	Partner with local organizations for community service (e.g., soup kitchens, donation drives) to engage employees in shared values	<ul style="list-style-type: none"> ☑ Enhances company reputation in the community ☑ Boosts teamwork and morale ☑ Encourages employee purpose 	<ul style="list-style-type: none"> ⊖ Logistical planning can be resource-intensive ⊖ Aligning goals with external partners can be challenging
 <p>3. Religious Holiday Observance</p>	Celebrate diverse religious holidays (e.g., Eid, Hanukkah) with inclusive events to foster learning and inclusion	<ul style="list-style-type: none"> ☑ Promotes employee inclusivity and cultural pride ☑ Builds understanding across teams ☑ Reinforces DEI efforts 	<ul style="list-style-type: none"> ⊖ Misrepresentation of traditions may offend participants ⊖ High event costs could strain budgets
 <p>4. Newspaper Column</p>	Introduce a column for employees to share faith-based stories or inspiration, fostering community and connection	<ul style="list-style-type: none"> ☑ Encourages employees to share personal stories ☑ Creates a positive and inclusive narrative ☑ Boosts morale 	<ul style="list-style-type: none"> ⊖ Risk of minimal participation if not well-promoted ⊖ Maintaining fresh content could require significant effort

Focus on Community Collaboration and Religious Workshops to strengthen employee connections and foster meaningful engagement to reflect a commitment to inclusivity

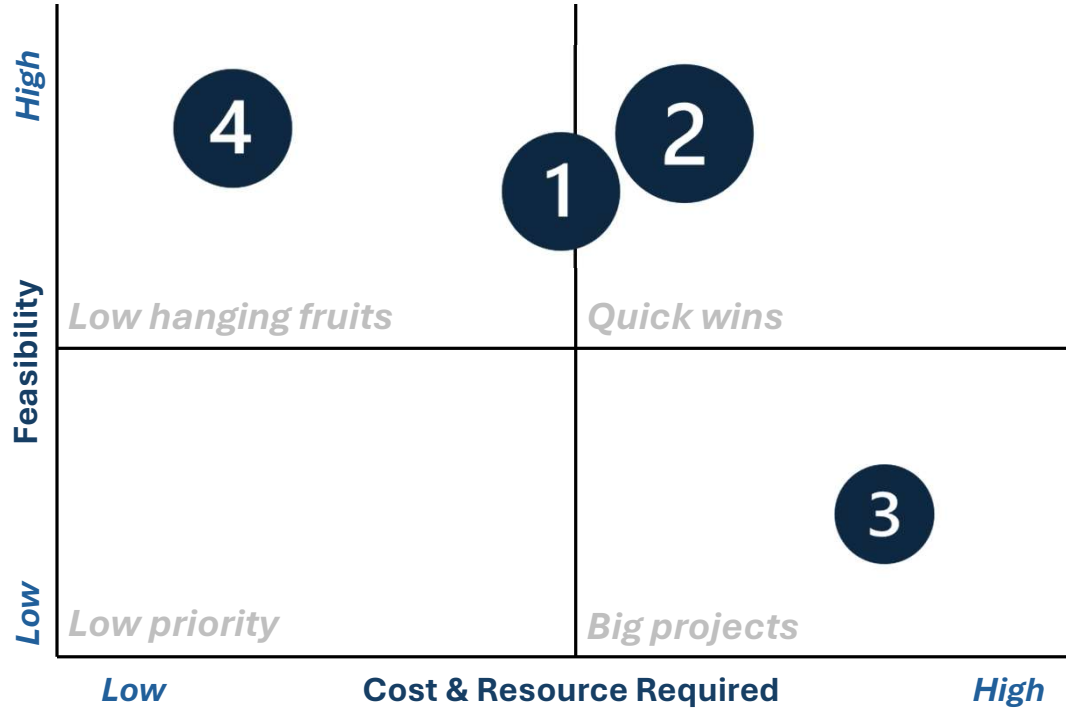
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Empowering leadership to champion inclusivity is critical for driving a top-down cultural shift, fostering trust, and ensuring meaningful, lasting change across the organization

F - FAITH

I - INCLUSIVITY

R - RESPONSIBILITY

E - EBODIMENT

Initiative	Description	Pros	Cons
 <p>1. ERG Training</p>	Equip leadership with skills to foster inclusivity and effectively address discrimination	<ul style="list-style-type: none"> ☑ Empowers leaders with actionable tools ☑ Sets an example for the organization ☑ Promotes a culture of inclusion 	<ul style="list-style-type: none"> ⊖ Can feel tokenistic if not followed by action ⊖ Requires ongoing reinforcement
 <p>2. Anonymous Communication</p>	Provide safe, anonymous channels for employees to voice concerns about discrimination or workplace issues	<ul style="list-style-type: none"> ☑ Builds trust in leadership ☑ Increases awareness of key issues ☑ Promotes transparency and accountability 	<ul style="list-style-type: none"> ⊖ Risk of low participation without awareness campaigns ⊖ Potential mistrust if issues aren't addressed promptly
 <p>3. Senior Leadership Accountability</p>	Leadership actively encouraging and supporting interfaith engagement and held accountable for activities and initiatives	<ul style="list-style-type: none"> ☑ Strengthens trust between leadership and employees ☑ Boosts employer equity ☑ Support from the top down 	<ul style="list-style-type: none"> ⊖ Potential lack of resource/time from Senior Leadership ⊖ Perceived favoritism if some groups get more focus
 <p>4. Interfaith Conferences</p>	Engage leaders in external conferences to learn and share best practices on inclusivity	<ul style="list-style-type: none"> ☑ Demonstrates leadership commitment ☑ Gains fresh perspectives on inclusivity strategies ☑ Strengthens external networks 	<ul style="list-style-type: none"> ⊖ High participation costs ⊖ Limited representation of diverse groups ⊖ Potentially low impact without implementation

Adopt ERG Training and Anonymous Communication Channels to reinforce leadership's role in fostering inclusivity and create an open, trusted environment

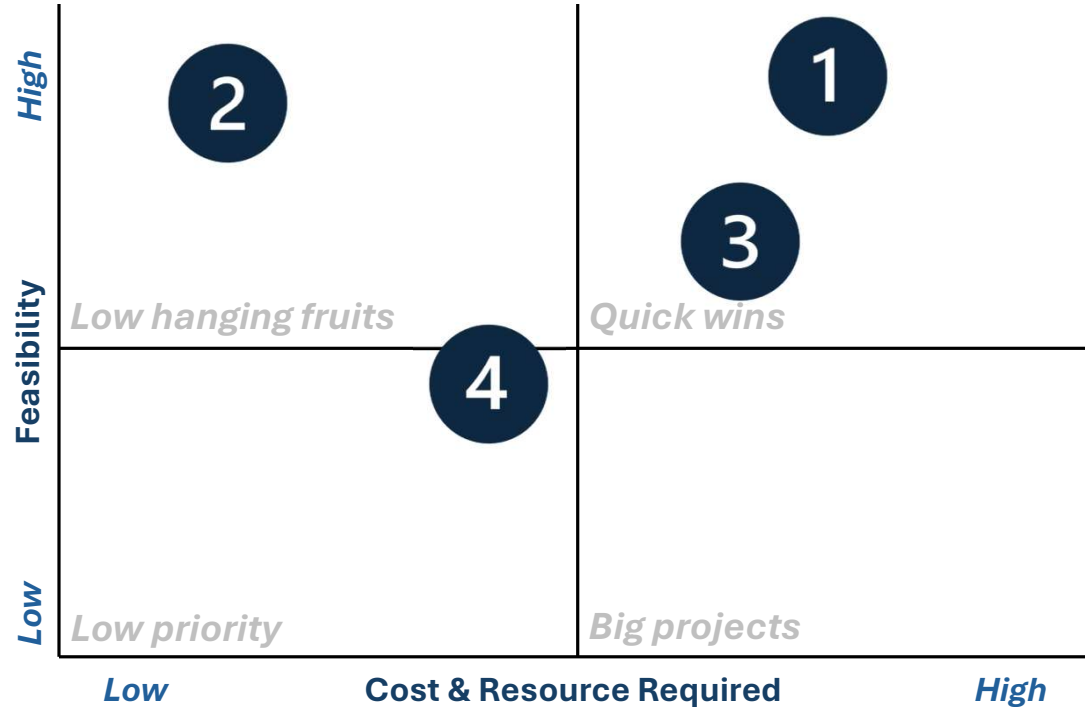
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
Embodiment ensures that organizational values are deeply woven into daily operations and leadership decisions, creating authenticity and long-term cultural resilience

F - FAITH

I - INCLUSIVITY

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Initiative	Description	Pros	Cons
 <p>1. Board Meetings</p>	<p>Include interfaith progress as a recurring agenda item in shareholder meetings to ensure alignment and transparency</p>	<ul style="list-style-type: none"> ☑ Encourages open discussions ☑ Ensures alignment on goals ☑ Keeps communication channels transparent 	<ul style="list-style-type: none"> ⊖ Risk of overpromising ⊖ Potential for misinformation ⊖ May lead to conflict in sensitive discussions
 <p>2. Evaluation Processes</p>	<p>Conduct quarterly reviews between management and employees to track implementation progress and ensure accountability</p>	<ul style="list-style-type: none"> ☑ Builds trust between leadership and employees ☑ Drives organizational change ☑ Promotes consistent follow-up 	<ul style="list-style-type: none"> ⊖ Could be seen as tokenism if no follow-through ⊖ Risk of mistrust if results aren't acted upon
 <p>3. Surveys to Employees</p>	<p>Include questions on inclusivity and faith-related satisfaction in employee surveys to gather actionable insights</p>	<ul style="list-style-type: none"> ☑ Provides KPIs for initiatives ☑ Identifies areas for improvement ☑ Demonstrates interest in employee satisfaction 	<ul style="list-style-type: none"> ⊖ Risk of biased responses ⊖ Low participation ⊖ Data may not represent all voices accurately
 <p>4. Obtaining REDI Certification</p>	<p>Aim to achieve REDI certification to validate inclusivity efforts and build external credibility as a leader in interfaith practices</p>	<ul style="list-style-type: none"> ☑ Enhances employer equity ☑ Attracts diverse talent ☑ Demonstrates commitment to DEI excellence 	<ul style="list-style-type: none"> ⊖ Certification process can be time-consuming ⊖ Requires transparency in ERG practices

Embedding Evaluation Processes and REDI Certification builds employer equity, sustains progress, and drives long-term accountability and cultural change

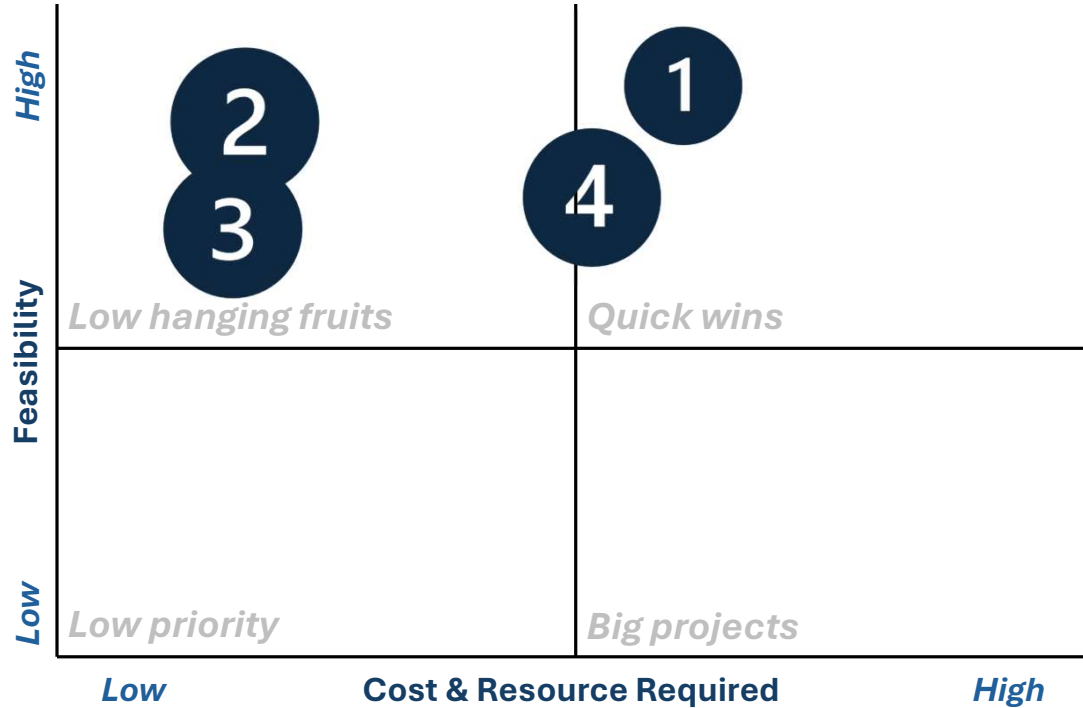
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Cost & Resource Required vs. Feasibility Matrix



This 2x2 matrix evaluates initiatives based on feasibility and cost/resource intensity, with bubble size representing overall impact, as broken down in the right-side table.

Measuring metrics like attrition, satisfaction, cost efficiency, and reputation ensures the effectiveness of initiatives and informs decision-making to drive impact over time

Attrition Rate



- Continue monitoring monthly turnover rate
- Create time-series database by function and participation rate

Employee Satisfaction



- Employee satisfaction surveys to obtain metrics, followed by like-for-like analysis of satisfaction dynamics

Cost Benefit



- Average number of days to fill open rolls
- Implied cost saving based on changes in own attrition rates & vs industry benchmarks

External Reputation & Perception



- Glassdoor Reviews
- Online Reviews
- Continue monitoring applicants per role metric

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To guarantee a sustainable transition from the current model to the proposed solution, three subsequent phases need to be realized

Phase 2 – Scaling & Engagement (6-12 Months)

Focus: Expanding engagement, refining initiatives, and aligning with broader DEI efforts:

- Food Inclusivity (F)
- Community Collaboration (I)
- ERG Training for Senior Leadership (R)
- Evaluation Processes (E)

Phase 1 – Quick Wins and Foundations (0-6 Months)

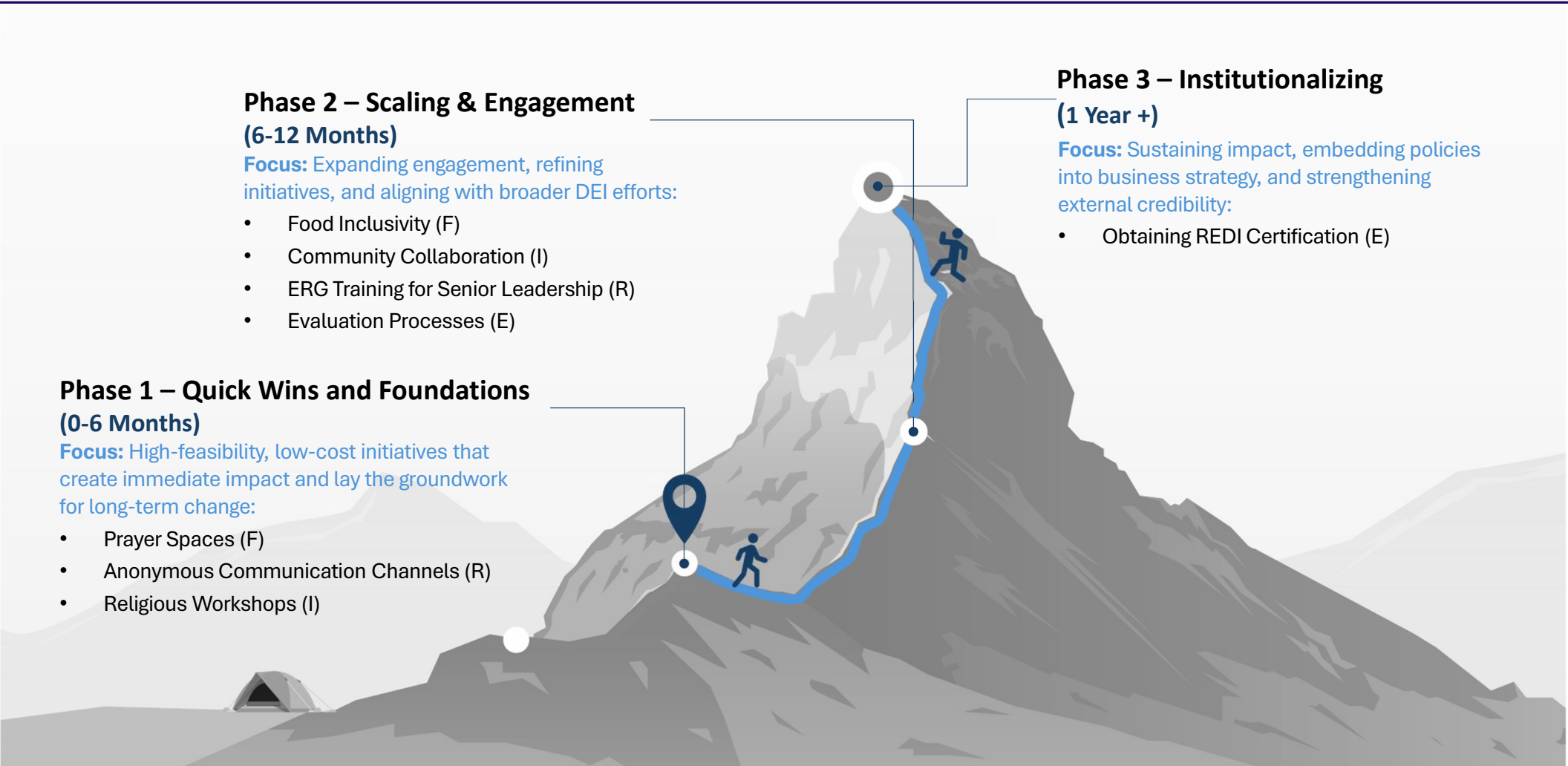
Focus: High-feasibility, low-cost initiatives that create immediate impact and lay the groundwork for long-term change:

- Prayer Spaces (F)
- Anonymous Communication Channels (R)
- Religious Workshops (I)

Phase 3 – Institutionalizing (1 Year +)

Focus: Sustaining impact, embedding policies into business strategy, and strengthening external credibility:

- Obtaining REDI Certification (E)



Refocus the Interfaith ERG, implement actionable F.I.R.E. initiatives, and pursue phased strategies to ensure measurable impact and long-term sustainability

FINAL RECOMMENDATIONS:

Modify the ERG Interfaith for Business Alignment & Measurable ROI

- Ensure the **Interfaith ERG directly ties into FireCraft's business priorities**—profitability, efficiency, and organizational effectiveness

Implement High-Impact, Feasible Initiatives from the F.I.R.E Pillars

- Prayer Spaces
Anonymous Communication Channels, Religious Workshops

Sustainability & Long-Term Strategy through REDI Certification & Evaluation

- **Adopt structured evaluation processes** to continuously measure ERG effectiveness.

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Q&A

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