

GROUP 5

FireCraft Pizzaworks

A Practical Approach to Interfaith
Support and Business Growth

2025 MBA CASE COMPETITION
faith & belief at work



“How good and pleasant it is when God’s people live together in Unity!”

(Psalm 133:1)

Meet the Team



Asher
Brooks



Yael
Evgi



Julie
Yusupov



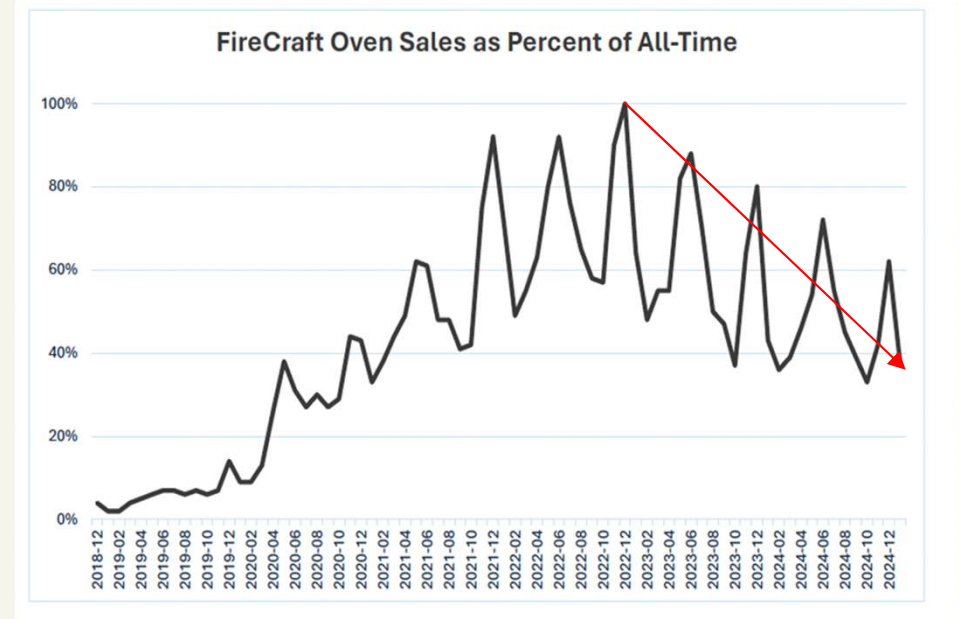
Joshua
Zelig

FireCraft Pizzaworks is facing a revenue challenge

Sales have dropped over 60% in two years, creating urgency for financial recovery.

Stakeholders are demanding action, pushing for revenue growth and cost reductions.

Board members and SVPs propose cutting ERGs, viewing them as non-essential expenses in the crisis.

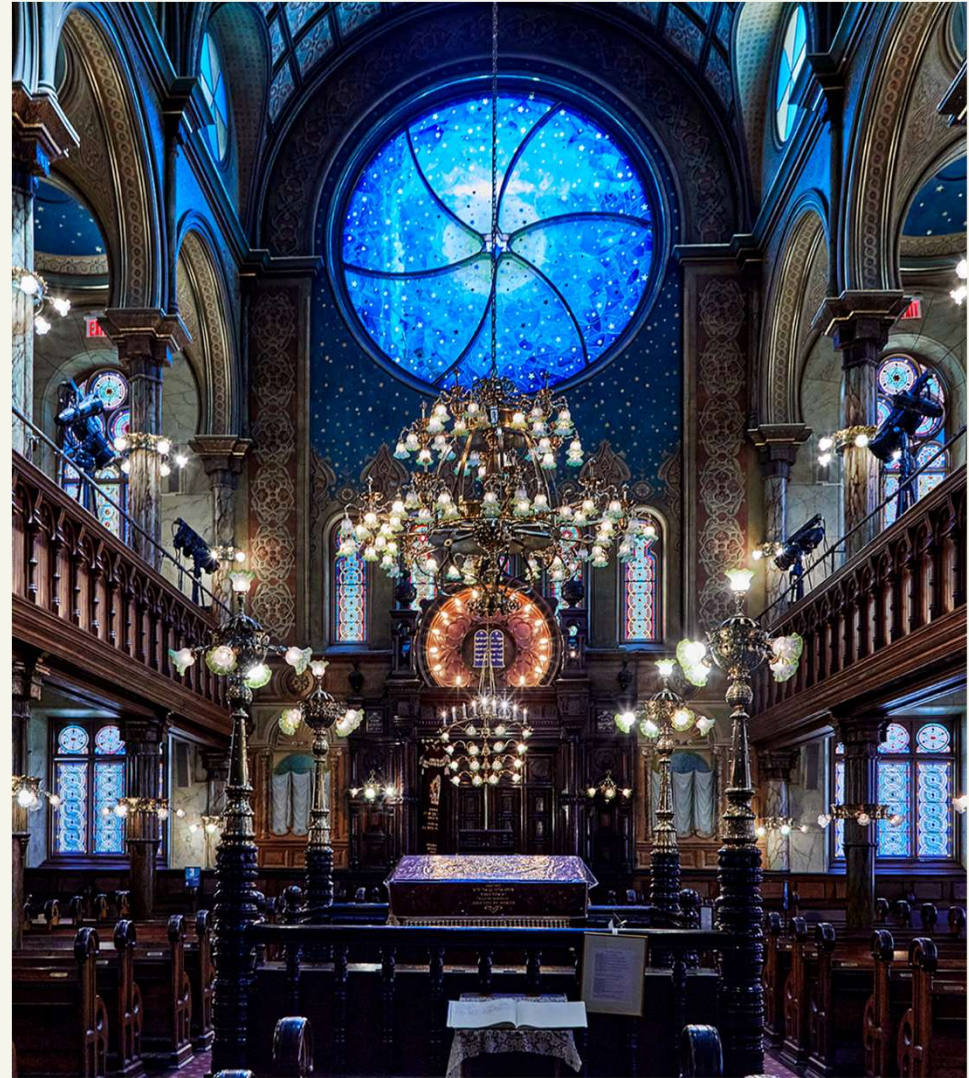


We NEED To Adapt

If the Eldridge Street Synagogue adapted to serve a changing community, FireCraft doesn't need to eliminate the Interfaith ERG - it needs to restructure and optimize it as a business asset.

What once was just a Jewish place of worship, now became a symbol of cultural diversity and immigration for all.

- Ron Feingold
Sr. Organizational Strategy Consultant
OptiSynth



eldridge street synagogue

Restructure the Interfaith ERG for Business Impact

While an ERG alone may not directly generate revenue, its impact on retention, recruitment, innovation, and company culture plays a measurable role in financial performance.

Companies that integrate employee engagement strategies see higher productivity, lower turnover, and stronger brand reputation - all of which contribute to revenue growth.

Instead of treating ERGs as a discretionary expense, FireCraft should align them with corporate growth objectives by transitioning to a cost-efficient, employee-led model and integrating ERG initiatives with leadership development and well-being programs like chaplaincy.

"A business is only as successful as its employees, no matter the industry"

- Employees make or break business success
- Management is confident that Pizza+ will reinvigorate the financial performance
- Now we're tasked with making sure employees are supported and engaged

Higher Engagement → Employee Retention = Business Growth

Key Data from FireCraft:

- Turnover spikes in March (1.1%) and October (1.7%) suggest a need for engagement initiatives
- Companies with highly engaged workforces had better financial outcomes, outperforming the S&P 500 after a year. (Microsoft)
- On average, each additional point of engagement reported by employees correlated with a +\$46,511 difference in market cap per employee.
- "In today's competitive job market, candidates are looking for more than just a paycheck...The interfaith ERG has been a major recruiting strength, especially for millennials and Gen Z here in Austin who prioritize culture nearly as much as salary."- Hasan, FireCraft hiring manager

Turnover for 2024

Months	Attrition Rate
January	0.6%
February	0.3%
March	1.1%
April	0.8%
May	0.7%
June	0.4%
July	0.1%
August	0.2%
September	0.7%
October	1.7%
November	-0.1%
December	0.3%

“Companies often forget to do the human to human connection workthey do too much check the box that is more about compliance and conforming than it is about connection”

Allison Brown - Chief of Transformation -
TruNorth Institute

Employees Want ERGs

- Increase in ERG -> Increase of employee engagement
- **Productivity * Engagement = Performance (Microsoft)**
- ERGs serve as key touchpoints for employee connection, improving satisfaction and retention.
- 30% of FireCraft employees participated in the 2024 Interfaith ERG event, *with motivation to stay engaged beyond events.*
- Participation in ERGs has been linked to improved employee morale, increased job satisfaction, and higher retention rates. (Forbes)



Proposed Solution

FireCraft will restructure ERG funding to be cost-effective while enhancing engagement, retention, and performance.

1. Introduce a Part-Time Chaplain:

- Provides employee support, workplace well-being, and guidance.
- Modeled after Tyson Foods' exemplary chaplaincy program, allows Tyson to provide spiritual emotional, and personal support to its workforce (Tyson 2014)
- Estimated cost: \$40K annually.

2. Reallocate ERG Budget to Employee Stipends:

- Transition from a centralized, company-funded ERG model to a stipend-based program.
- Employees can apply for small stipends (\$100–\$200 per year per person) to fund relevant activities that foster leadership, faith, and workplace belonging.
- Keeps ERG initiatives *employee-driven*, cost-efficient, and aligned with business goals.
- Budget allocation: \$10K annually.

An optimized ERG is not just an expense - it's a strategic investment in FireCraft's people, culture, and long-term profitability.

Industry Leaders Investing in Faith-Based Engagement

- General Motors, Ford, Coca-Cola, and Tyson Foods are among the major companies that have chaplains.
 - Tyson Foods – Chaplaincy Program: 115 full-time chaplains serve 138,000 employees, contributing to lower turnover.
 - GM and Ford - studies found a \$9 return for every \$1 invested in the chaplaincy program.
 - Coca-Cola Consolidated - Robert Pettus, Vice Chairman, shared that Coca Cola Consolidated had studied the costs and benefits of a workplace chaplaincy program and concluded that the more they pay for themselves in terms of lower turnover, higher morale, and healthier staff.
- According to Forbes magazine, the cost of having a corporate chaplain can be less than \$10 per employee per month.



Fortune 500 Company	1. Religion is featured on company main diversity page		2. Company sponsors faith and belief employee resource groups (ERGs)		3. Company shares best practices with other organisations		4. Religion is clearly addressed in diversity training		5. Company provides chaplains or other spiritual care		6. Attentive to how religion impacts stakeholders		7. Accommodates religious needs of employees		8. Clear procedures for reporting discrimination		9. Employees attend religious diversity conferences		10. Company matches employee donations to religious organisations		11. Company equitably celebrates or honors holy days of employees		Sub	Bonus	Total	
	1a	1b	2a	2b	3a	3b	4a	4b	5a	5b	6a	6b	7a	7b	8a	8b	9a	9b	10a	10b	11a	11b				
Accenture	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	110	9	119	
American Airlines	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	110	9	119	
Equinix	5	5	5	5	5	5	5	5	5	4	5	4	5	5	5	5	5	5	5	5	5	5	108	9	117	
Dell Technologies	5	4	5	5	5	5	5	5	5	2	5	5	5	5	5	5	5	5	5	4	5	5	105	9	114	
Intel Corporation	5	5	5	5	5	5	5	5	1	1	5	5	5	5	5	5	5	5	5	5	5	5	102	9	111	
Salesforce	5	5	5	5	5	5	5	4	1	1	5	5	5	5	5	5	5	5	5	5	5	5	101	10	111	
Tyson Foods	5	3	5	2	5	5	5	5	5	5	5	5	5	5	5	5	3	5	5	5	5	5	103	7	110	
AIG	5	4	5	5	5	5	5	5	5	2	5	1	5	5	1	5	5	5	5	5	5	4	97	9	106	
American Express	5	3	5	5	5	3	5	5	5	3	5	2	5	5	5	5	5	5	2	3	5	5	96	6	102	
PayPal, Inc.	5	4	5	5	5	4	5	4	1	1	5	5	5	5	5	5	4	5	5	3	3	94	8	102		
Intuit	5	4	5	5	5	5	5	4	0	0	5	5	5	5	5	5	5	5	4	3	2	92	8	100		
Texas Instruments	5	4	5	5	5	4	5	2	1	2	5	1	5	5	5	5	4	5	5	3	4	90	9	99		
Google	5	4	5	5	5	4	5	4	0	0	5	5	1	5	5	5	5	5	5	5	5	93	5	98		
Target	5	3	5	5	5	3	5	5	5	2	5	4	5	5	5	5	4	0	0	5	5	91	6	97		
Robert Bosch	5	5	5	5	5	4	5	2	1	2	5	5	5	5	5	5	4	0	0	5	5	88	5	93		
Citigroup	1	3	5	3	5	3	5	5	1	1	5	1	1	5	5	5	5	0	0	5	5	74	8	82		
Consumers Energy	1	1	5	5	5	4	5	3	1	2	5	3	5	3	5	2	5	2	5	3	1	2	73	5	78	
ServiceNow	5	3	5	4	5	3	5	3	0	0	0	0	0	0	5	4	5	4	5	3	3	65	5	70		
Altria	1	1	5	4	5	2	5	2	1	1	5	1	1	5	5	5	5	1	5	5	1	3	69	0	69	
Aramark	0	0	5	4	0	0	0	0	0	0	0	0	0	0	5	4	5	1	0	0	5	1	30	0	30	
Non-Fortune 500																										
BMC Software	5	3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	5	5	5	107	6	113		
Barings Partners	5	5	5	5	5	5	5	5	1	2	5	5	5	5	5	5	5	5	3	5	3	99	9	108		
Rolls-Royce	5	2	5	4	5	5	5	3	5	4	5	5	1	5	5	5	3	5	3	5	2	92	8	100		
Yogi Tea/TeaPak	5	4	5	5	5	5	5	1	1	3	5	4	5	5	5	5	2	5	2	5	1	88	6	94		
NATS	5	4	5	5	5	5	5	5	1	2	5	5	1	5	1	5	5	4	5	3	5	2	88	0	88	
OVO	5	5	5	5	5	5	5	5	1	2	5	4	5	5	5	4	5	3	0	0	1	2	82	4	86	
KPMG	5	1	5	5	5	3	5	4	1	2	5	4	5	5	5	5	3	0	0	1	3	77	8	85		
AZZ, Inc	5	3	5	4	5	3	5	4	5	5	5	2	1	5	5	5	4	0	0	1	4	81	1	82		
Qualtrics	5	2	5	4	5	3	5	4	1	2	5	5	5	5	5	5	3	0	0	1	1	76	0	76		
West Monroe	5	4	5	4	5	2	0	0	1	1	5	2	5	5	4	5	2	5	1	1	3	70	0	70		
Thames Water	5	1	5	4	5	4	5	3	1	1	5	2	1	4	1	3	5	3	0	0	3	2	63	3	66	
Kaiser Permanente	0	0	1	0	0	0	5	1	5	4	5	3	1	3	5	5	5	1	5	2	1	1	53	7	60	

Highlights

— 62 companies (12.4%) publicly report having faith-oriented ERGs, up from 37 companies (7.4%) in 2022
 — The average REDI Monitor score across Fortune 500 companies increased from 2.1 in 2023 to 3.6 in 2024, further indicating a surge of attention to religious inclusion and diversity.

- Key Survey Highlights for Faith-Friendly Companies (REDI Index)
- 94% now featured religion on company's main or other diversity page
 - 87% provide chaplains or other spiritual care for employees, up from 80%
 - 94% are attentive to how religion impacts stakeholders, up from 80%
- A growing number of industries are now opting into the REDI Index survey to benchmark their progress in creating faith-and-belief-friendly workplaces

Costs and Benefits

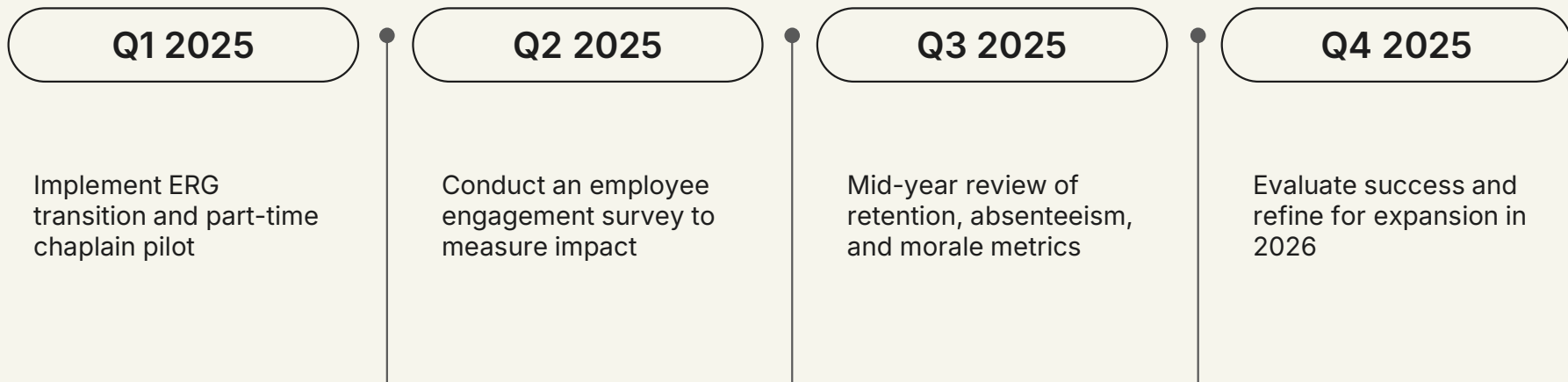
Business Benefits:

- Retention savings:
Replacing an employee costs ~50% of their salary (Gallup, 2024)
- FireCraft's average salary: \$114,000 → 50% = \$57,000 per lost employee
- 0.5% turnover reduction (3-4 employees saved) → \$171K - \$228K in savings

Costs:

Initiative	Cost	Expected Business impact
Part-time Chaplain	\$40,000	Increased workplace well-being & retention
Employee Stipend model	\$10,000	Higher / personalized ERG participation & engagement
Total budget	\$50,000	Lower turnover, increased productivity, improved employee morale

A structured approach ensures faith - based investments align with business goals



Key Metrics for Success:

- **Employee retention rates before and after implementation**
- **Employee satisfaction and engagement survey results**
- **Cost savings from reduced turnover**

It's not just about DEI for the sake of DEI. Many people acknowledge that DEI is beneficial for business, but the real question is, how exactly does it benefit your business?

Bob Garcia
Head of DEI, Hinge Health

Key Takeaways:


FireCraft stands at a crossroads - cut ERGs and risk higher turnover or optimize them as a strategic tool for engagement, retention, and growth.

ERGs drive business results - higher engagement leads to better retention, productivity, and financial performance.

Optimizing not eliminating - ERGs keeps costs controlled while maximizing impact.

FireCraft's success isn't just about great pizza - it's about investing in people to drive long-term profitability, fuel sustainable growth, and a thriving company culture.

Appendix

- “By 2025, Millennials and Gen Z will make up 60% of the workforce, with a strong preference for inclusive workplaces that offer leadership and mentorship opportunities (Great Place to Work Australia, 2024).”
 - “Research shows that 74% of Gen Z employees consider quitting due to a lack of career development, highlighting the need for ERGs focused on leadership and mentorship (FDM, 2024).”
 - Companies like Intel, Dell, and Tyson Foods have restructured ERGs toward business-aligned initiatives (e.g., chaplaincy & leadership mentorship).
 - “Tyson Foods has successfully integrated a chaplaincy program to provide workplace well-being support, demonstrating the value of faith-oriented employee initiatives (Springer Professional, 2024).”
 - “Companies are aligning ERGs with business objectives, focusing on leadership development and engagement rather than solely social initiatives (Springer Professional, 2024).”
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State of the Global Workplace Report - Gallup

Workplace Services Insights CONTACT US

INTERACTIVE DATA

Explore Key Findings

Here's what we know about how the world's employees experience work and life.

Employee Engagement Employee Wellbeing Daily Stress Daily Loneliness Intent to Leave

EMPLOYEE ENGAGEMENT

\$8.9 trillion lost in global GDP due to low engagement

Employee engagement reflects the involvement and enthusiasm of employees in their work and workplace. Gallup has found that engaged business teams drive positive outcomes within organizations. Gallup estimates that low engagement costs the global economy US\$8.9 trillion, or 9% of global GDP.

23%	62%	15%
Engaged	Not Engaged	Actively Disengaged

Download the *State of the Global Workplace Report* DOWNLOAD NOW

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Julia Oltmanns- Faith Identity Trumps All

“Perhaps this is the moment for which you have been created” (Esther 4:14)

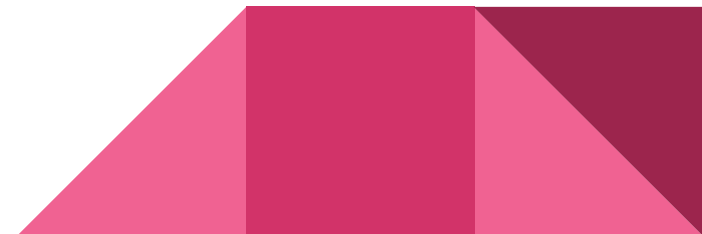
Struggle for Identity & Purpose: Despite being a champion of diversity and inclusion, Julia felt disconnected and sought deeper meaning in her career.

Faith-Based ERG as a Turning Point: Supporting the formation of a Christian ERG provided a newfound sense of alignment between faith and professional identity and gave her work a larger purpose.

Empowerment Through Recognition: When the company acknowledged the importance of faith as a core identity, it enabled her to become a more engaged, values-driven leader.

Broader Organizational Impact: Integrating faith and work fostered workplace unity, promoted interfaith collaboration, and encouraged advocacy for justice and inclusion and drove company success.

All Inclusive Engagement: Program applicable to all faiths or no faiths at all



Appendix Average Employee Salary

Avg Employee Salary			
Department	% of Firm	Avg Salary	Salary Attribution per Dept
S&M	32.57%	74,754	24,347.38
Operations	8.68%	107,660	9,344.89
IT & Engineering	12.23%	152,514	18,652.46
R&D	12.38%	116,044	14,366.25
Support	12.23%	89,773	10,979.24
Executive Leadership	4.41%	304,075	13,409.71
Distribution	6.26%	127,109	7,957.02
Finance	6.69%	145,116	9,708.26
HR	4.55%	109,745	4,993.40
Total	100.00%	1,226,790	113,758.60
Straight Average		136,310	

Appendix

Microsoft. (2023). *The new performance equation in the age of AI.* <https://www.microsoft.com/en-us/worklab/work-trend-index>

Forbes

<https://www.forbes.com/sites/kalinabryant/2023/09/15/the-impact-of-employee-resource-groups-in-the-workforce/>

HR Brew

<https://www.hr-brew.com/stories/2023/07/27/what-is-a-workplace-chaplain-and-do-you-need-one>

Gallup

<https://www.gallup.com/workplace/247391/fixable-problem-costs-businesses-trillion.aspx?>

Appendix

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