**A bold, compelling title goes here.**

**E.g. Culture is the Only Sustainable Advantage**

Developed by: < Champion Name >, < Key Deal Players >

**Summary:** < Buying team or business unit > should < recommended action > by < timeline >.
This will result in < outcome >, while avoiding < cost of the problem > created by < problem >.

*Example: The People & Culture team should invest in a rewards and recognition platform by the end of Q3, 2023. This will help to create a culture of recognition that aligns to our core values while reducing costly attrition and disengagement because of low morale, created, in large part, by a lack of appreciation.*

**The Problem Statement.**

Include who’s impacted, the cost, how it impacts a company-wide goal, and why the problem’s getting worse. Example formats include:

* Every < frequency >, at least < reach > are affected by < problem >, costing us < cost >. If that’s not addressed by < timing > then < cost of inaction >. OR:
* Despite trying < failed solution >, our team still can’t < desired outcome > because
< problem >, which has cost us < cost of problem >.

*Example:*

* *Every quarter, at least 40% of our people are reporting that they don't feel appreciated, which we believe is a driving force behind disengagement and our 40% annual turnover. The cost of this is over $2 million.*
* *Despite trying in-house recognition for spot awards, and working with MileStoneAge for work anniversaries, our team still can't create a culture of recognition where people feel appreciated. If that's not addressed by the end of the year, then it will cost us as much as $3 million.*

**Recommended Approach.**

Outline your solution design, how it’s been tested and proven, plus the factors that must be true for the solution to work. Include a short note on how to successfully resource the shift.

The point is to first gain agreement on the approach, agnostic of vendors, while transitioning by sharing “ < vendor name > was found to meet and exceed all requirements.”

*Example: We recommend a crawl, walk, run approach. Phase 1 will include the automation of Milestone Awards so that they never get missed. This phase also includes a top-down recognition program where leaders and managers can give monetary rewards and non-monetary shoutouts that tie back to our core values.*

*Phase 2 will include a non-monetary peer-to-peer program that ties back to our core values.*

*This phased methodology has been tested and proven by other companies of similar size and nature. It will help to manage communication, awareness of the program, and help leaders and managers to develop the habit of giving recognition before rolling it out to the entire workforce.*

*We recommend reallocating our current milestone award budget to a new, more modern vendor that offers rewards people will find more appealing, and more value. Furthermore, we believe there is a significant "hidden manager spend" that can be reallocated to a purposeful and transparent spot award program that creates more impact. Guusto was found to meet and exceed all requirements.*

**A Payoff That Matters.**

Here, outline a vivid picture of the before vs. after state for daily users, while showing the time to impact on executive-level metrics:

|  |  |  |
| --- | --- | --- |
| **Key Metric** | **Current Measure** | **Target by < Date >** |
| Executive KPI #1*E.g “Response to: I feel appreciated for my work”* | X | XX *(+Y%)* |
| Executive KPI #2*E.g. Retention* | X | XX *(+Y%)* |
| Executive KPI #3*E.g. Glassdoor Rating* | X | XX *(+Y%)* |

**Required Investment.**

Who needs to invest what, by when? List time and people resources needed, with relevant scenarios.