

Four students walk into a brewery...



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Yes, and more than ever!

The **corporate** approach to **sustainability** is maturing around a broader agenda:

Beyond philanthropy, governmental regulations, and simply avoiding or reducing negative impacts, and **Towards** maximizing the positive ways in which companies can contribute to **sustainable development** (Context Group Ltd, 2012).

But how?!

1. Not only operations, but supply chains!
2. Changing attitudes and approaches of employees, consumers, policymakers, and society in general.

Contextual framework

	Market
	Community
	Environment
	Employees

Image credit: petebrown.blogspot.com

What about beer!?

SAB Miller approach to Sustainability: PROSPER

Through PROSPER and its 'five shared imperatives', the organization seeks to tackle local and international sustainable development issues. The goal is to embed sustainable development into their business model in order to drive long-term growth" (SAB Miller 2015).



SAB Miller images

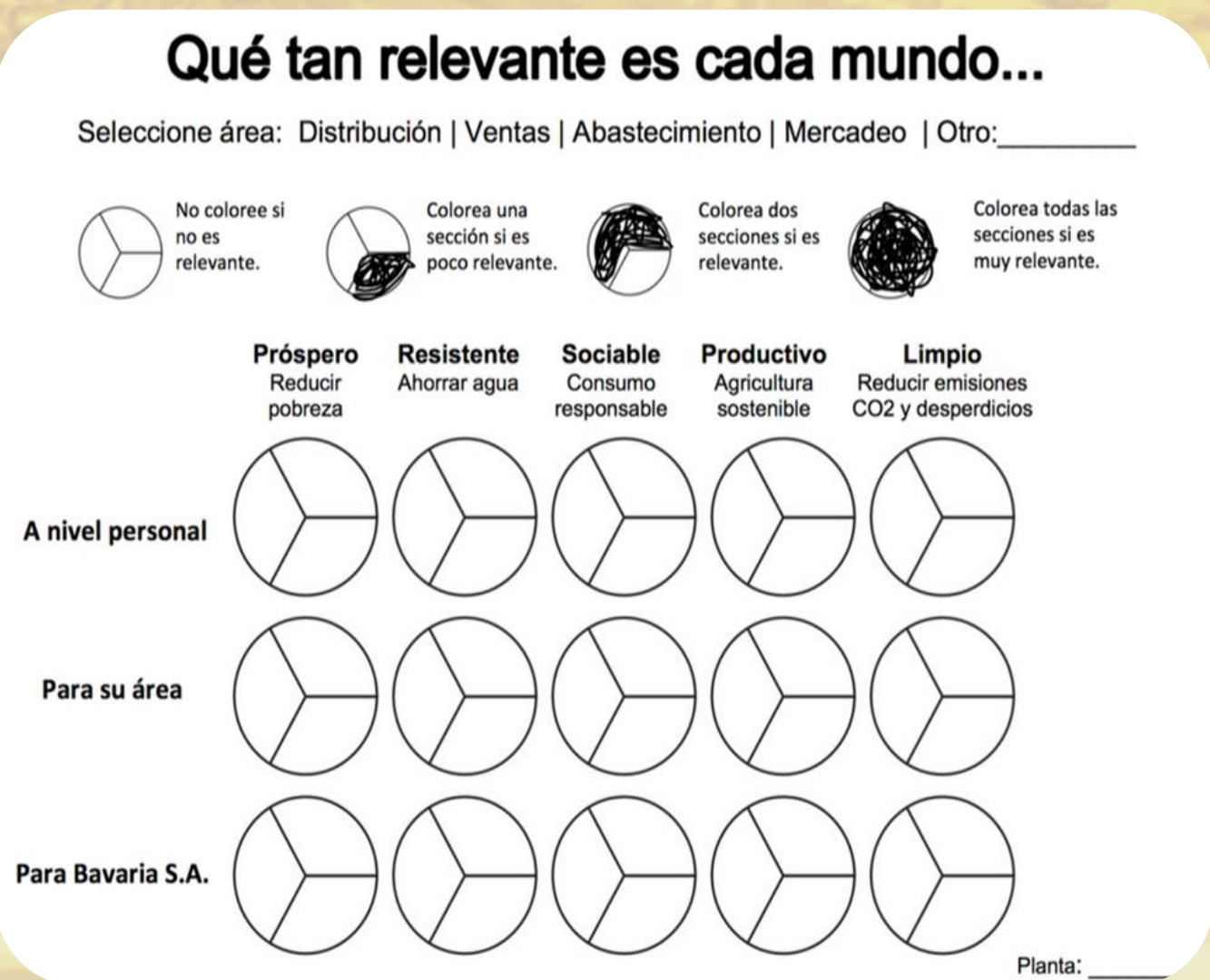
SAB Miller and Bavaria

- Colombian brewery since 1889
- Acquired in 2005, Bavaria is SAB Miller's largest brewing operation in Latin America.
- Bavaria's previous sustainability approach integrated into PROSPER in 2014.

Assessing the integration of sustainability into the organizational culture

1. Baseline assessment of employee engagement and alignment with sustainability initiatives.
2. Design of action framework to integrate sustainability in the organizational culture of the company.

- Focus Groups
- Semi-structured Interviews
- Alignment Matrixes
- Competing Values Framework
- The Wheel of Change Towards Sustainability



4 areas

5 sites

26 interviews and focus groups

72 employees

A special toast for:

UF Center for Latin American Studies UNIVERSITY of FLORIDA

MASTER OF SUSTAINABLE DEVELOPMENT PRACTICE

Universidad de los Andes

SAB MILLER

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Results Conclusions

Is there a plan?	<ul style="list-style-type: none">• PROSPER, does not permeate all areas.• Department impact to PROSPER not clearly communicated.
Is there a timeframe?	<ul style="list-style-type: none">• 2020, not widely known.• Not all middle management is aware of it.
Who is responsible?	<ul style="list-style-type: none">• Top down. Hierarchical.• Employees don't relate daily activities to PROSPER goals.
Who is accountable?	<ul style="list-style-type: none">• Office of sustainability.• At plants, not accountable to the Office of sustainability.
Are there resources?	<ul style="list-style-type: none">• Limited.• Three employees in the sustainable development office.
Is there an M&E plan?	<ul style="list-style-type: none">• Other than Key Performance Indicators (KPI's), non existing.• Lack of impact evaluation common to other company programs

Employee daily activities perceived as irrelevant to PROSPER goals and KPIs.

Lack of integration of PROSPER-related activities between departments.

Disconnect between the sustainability office, plants, and key departments (Human Resources & Internal Communications).

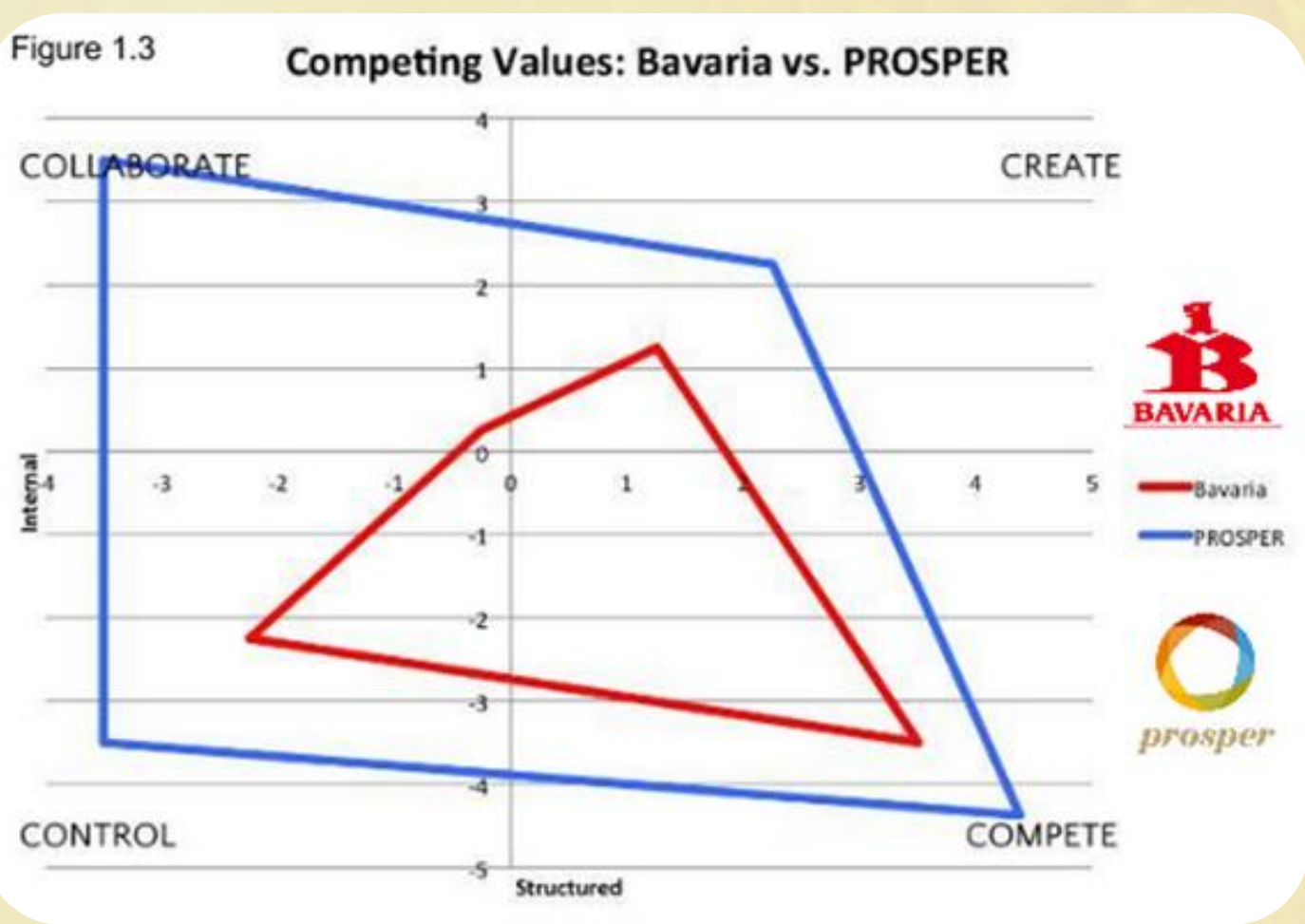
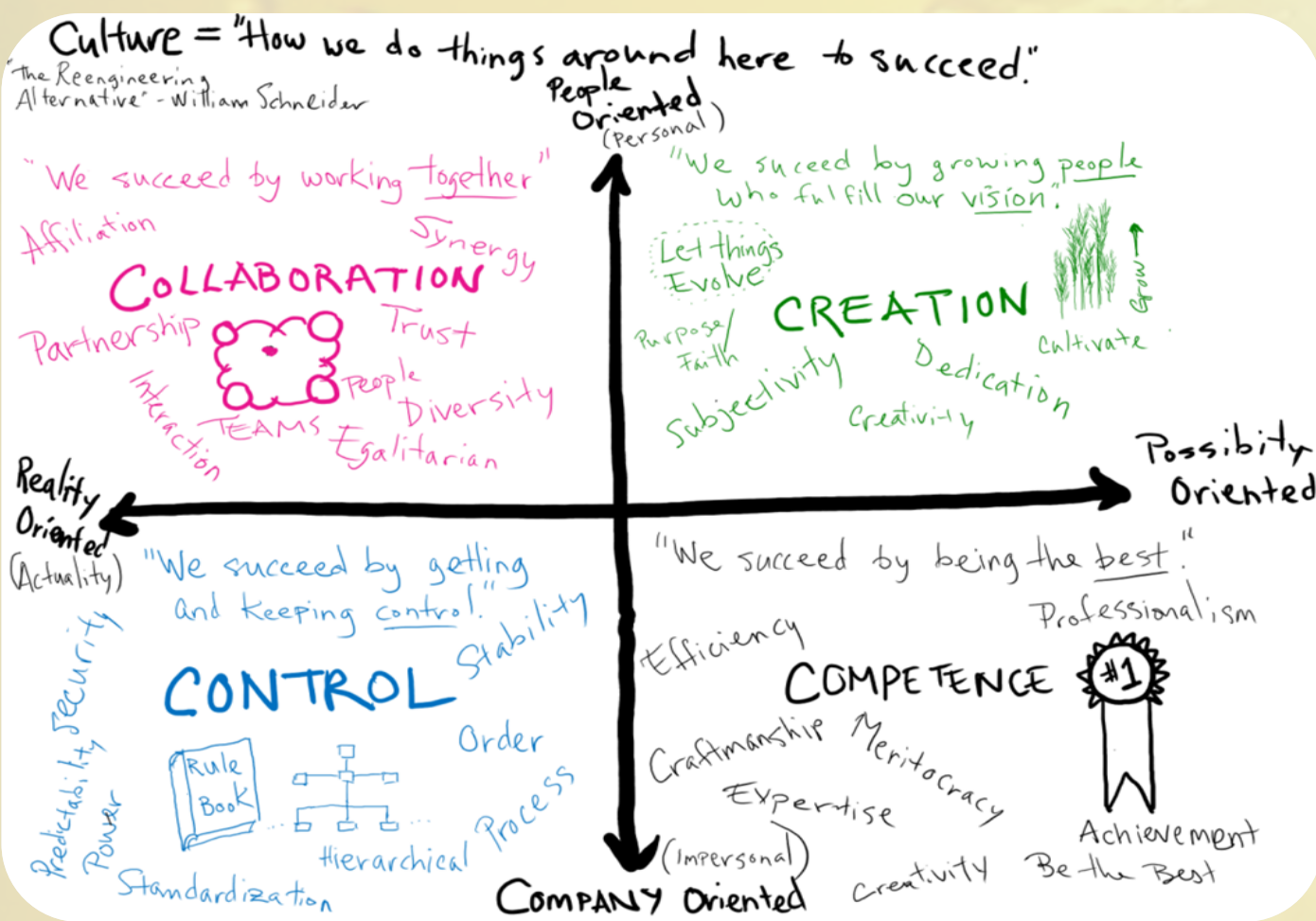
Barriers: email overload, lack of training, hard to see broader impact.

Highly competitive culture

Need for improvement in collaboration (areas and plants).

Lack of PROSPER-related goals and KPIs.

Success stories: Don Chucho and responsible consumption, and Barranquilla champion.

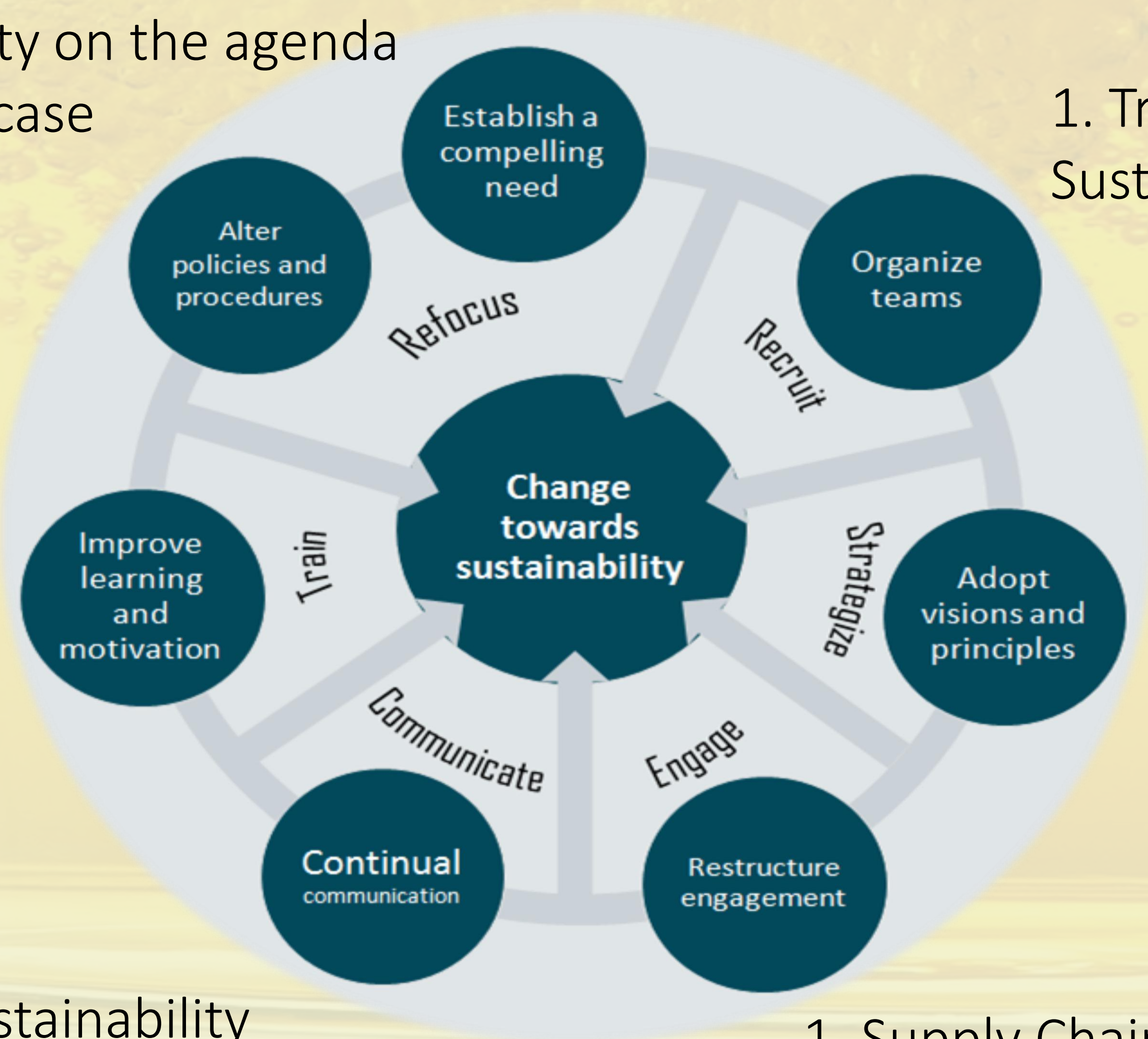


Recommendations

1. Recognize champions
2. Prioritize sustainability on the agenda
3. Create a compelling case

1. Collaborative learning spaces for employees
2. Continual training across the organization

1. Engagement of Sustainability Office with key departments
2. Uniform and simplify language



1. Train, incentivize and monitor Sustainability Committee performance

1. Relate KPIs and personal goals to sustainability
2. Collaborate with HR (professional development and performance reviews).

1. Supply Chain map for employees to see impact.
2. Defining sustainability with employees
3. Gamification strategy

Think of the impact of businesses in **YOUR** daily life...



...Shouldn't they have a role in **Sustainable Development?**

