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).

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).

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 Matrices
- Competing Values Framework
- The Wheel of Change Towards Sustainability

A special toast for:
UF Center for Latin American Studies
UNIVERSITY OF FLORIDA
MASTERS OF SUSTAINABLE DEVELOPMENT PRACTICE
Universidad de los Andes
SAB MILLER
### Results

**Is there a plan?**
- PROSPER does not permeate all areas.
- Department impact to PROSPER not clearly communicated.

**Is there a timeframe?**
- 2020, not widely known.
- Not all middle management is aware of it.

**Who is responsible?**
- Employee: don't relate daily activities to PROSPER goals.
- Management: insufficient.

**Who is accountable?**
- Office of sustainability: not plants, not accountable to the Office of sustainability.

**Are there resources?**
- Limited: three employees in the sustainable development office.

**Is there an M&E plan?**
- Other than Key Performance Indicators (KPI’s), non-existing.
- Lack of impact evaluation common to other company programs.

### Conclusions

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. **Supply Chain**
   - Collaborative learning spaces for employees
   - Continual training across the organization

1. **Sales**
   - Engage sales representatives
   - Define sustainability with employees

1. **Distribution**
   - Adopt visions and principles
   - Continual communication

1. **Marketing**
   - Organize teams
   - Relate KPIs and personal goals to sustainability

1. **Change towards sustainability**
   - Establish a compelling need
   - Relaunch engagement
   - Continual engagement

1. **After policies and procedures**
   - Unify and simplify language
   - Gamification strategy

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### Four students walk into a brewery...

[Image of four students]
Think of the impact of businesses in **YOUR** daily life...

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