ENGAGING DISTANT AREAS AND BEYOND: ASSESSING THE INTERNAL INTEGRATION OF THE PROSPER SUSTAINABILITY STRATEGY WITHIN BAVARIA S.A.

By Irving Xchel Chan Gomez1, Victoria Chuong2, Matthew Anderson3, and Rachel Stanton4

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1University of Florida, Master’s in Sustainable Development Practice, irving.changz@ufl.edu
2Emory University, Master’s in Sustainable Development Practice, victoria.chuong@emory.edu
3University of Florida, Master’s in Sustainable Development Practice, m2anderson@ufl.edu
4Columbia University, Master’s in Sustainable Development Practice, rs3492@columbia.edu

Executive summary

Four Master’s in Development Practice candidates conducted a project to assess the integration of Bavaria’s sustainability program in Colombia. The initial objective was to develop a monitoring and evaluation plan with specific indicators that could be expanded to the entire organization. The framework and methods used primarily focused on Bob Doppelt’s (2010) wheel of change toward sustainability framework, and the competing values framework (Bertels et al 2010; Abbett and Coldham 2010). After using a combination of qualitative instruments such as focus groups, semi-structured interviews, and personal observations to gather data from the employees, it was concluded that integration of PROSPER (SAB Miller’s sustainability program) was lacking in the areas of study (marketing, sales, supply chain, and distribution). Then, the initial objective shifted towards the development of an organizational strategy to embed sustainability in the organizational culture of Bavaria, a road map that will initiate and enhance the process of embedding sustainability into everyday practices.

The diagnostic component of the study was developed by tailoring employee engagement initiatives to sustainability and Bavaria’s environment. Throughout the baseline assessment, it was found a lack of knowledge about PROSPER and, therefore, low integration of sustainability into the organizational culture. This was enhanced by the lack of trainings on sustainability and a specific action plan to embed sustainability as part of everyday activities.

After the diagnostic, the wheel of change toward sustainability framework (Doppelt 2010) was tailored to Bavaria’s organizational culture and needs and reinforced with best practices from other large corporations and consultant firms (MELCRUM, KENEXA, PwC, Jones Lang Lasalle, CIPD, Affinity, Workforce for good) in order to develop an action plan to embed sustainability in Bavaria’s organizational culture. In addition, a competing values framework (Bertels et al 2010) was used in order to determine the overall effectiveness of each of the suggested recommendations.

Proposed solutions include shifting the communications flows through an active awareness campaign, universal training, increased prioritization of sustainability by senior management, the strengthening if the sustainability committee, the use of existing learning and innovation structures and spaces, among others.

1. Introduction
Bavaria is considered a leader in the country within business and sustainability practices. The operative and technical areas of the company perform well and shine among the subsidiaries of SABMiller (Bavaria Sustainable Development Report 2014); however, in terms of employee engagement and internal integration, the organization have identified gaps of disconnection that hinder the progress of their sustainability initiative, PROSPER. Through a partnership with the Universidad de Los Andes and Bavaria, as well as the network of Master’s of Development Practice (MDP) programs, a team of graduate students from the United States was formed and contracted to develop a baseline diagnostic of employee engagement of PROSPER at Bavaria, and to create an indicator system to continually measure the engagement. The team was made up of two first-year graduate students from the University of Florida, one first-year graduate student from Emory University, and one first-year student from Columbia University. The team visited the operation sites in Bogotá, Tocancipá, Barranquilla, Valle, and Impresora del Sur. With the exception of Impresora del Sur, the study focused on the areas of Sales, Marketing, Distribution, and Supply Chain. For ten weeks, through a targeted investigation, the team carefully assessed strengths, weaknesses and recommendations for the office of Sustainable Development in order to improve the integration of PROSPER in the organizational culture and with the intent of securing the future sustainability of the company.

2. Methodology

The assessment of employee engagement followed a process of research, design, piloting, site visits, qualitative data collection, and analysis, which was the basis in tailoring specific recommendations for Bavaria.

2.1 Research and Design

At the start of the project, the initial objective was to conduct a baseline diagnostic and to develop an indicator system of employee engagement in PROSPER at the specific sites of Bogotá, Tocancipá, Barranquilla, Valle, and Impresora del Sur in the most distant areas (identified by the sustainability office at Bavaria) Sales, Marketing, Distribution, and Supply Chain. During the design of the study key meta questions and an evaluation matrix were developed to determine key measurable indicators, data collection techniques and analysis techniques (Appendix 1). Through the evaluation design and based on literature from Price Waterhouse Coopers (2014), Melcrum (2015), and CIPD (2012) seven categories to qualitatively assess employee engagement were chosen: Knowledge, Understanding & Compliance, Reinforcement, Communication & Collaboration, Alignment, Participation & Extra Effort, and Advocacy. These categories were used as basis to develop the focus group and interview questions as well as create a preliminary indicator system.

The data collected from the plants and offices was sufficient to create the diagnostic, but with the insights of how poorly the PROSPER strategy had been implemented within the sites, the goal of creating a indicator system evolved into forming an action plan framework derived from the Wheel of Change Toward Sustainability (Doppelt 2010) that combined the diagnostic with tailored recommendations from the research team, academic literature, and employee feedback.

2.2 Data Collection Techniques
In order to gauge plant and area engagement through observation and analysis of the employee interactions between and within areas, with one another, and their willingness to participate and speak up in a multi-area group, focus groups of employees and semi-structured interviews with managers were used to collect data for the diagnostic and indicator system/action plan framework. A total of 72 tactical and operational employees were interviewed (Table 1 and 2).

Table 1. Sample size by area (semi structured interview and focus groups)

<table>
<thead>
<tr>
<th>Area</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribution</td>
<td>16</td>
</tr>
<tr>
<td>Sales</td>
<td>16</td>
</tr>
<tr>
<td>Supply Chain</td>
<td>18</td>
</tr>
<tr>
<td>Marketing</td>
<td>5</td>
</tr>
<tr>
<td>Technical</td>
<td>7</td>
</tr>
<tr>
<td>Impresur</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>72</strong></td>
</tr>
</tbody>
</table>

Each visit lasted for two days, with the exception of Impresora del Sur (one day) and Bogotá, where the study was mainly based during the ten week time frame.

The facilitation and interview style were executed consistently at each site with the same questions and same activities. The facilitation strategy (Appendix 2 and 3) was tested at the Bogotá offices in three separate pilots. To keep participants engaged two workshop activities were developed: a word bank activity and an alignment matrix worksheet (Appendix 4). The former asked participants, prior prompting of the PROSPER strategy, to think of words or terms that meant sustainability for Bavaria. The employees then posted their responses on a board, and were then shown and informed about the five worlds of PROSPER. The participants were then asked to take their responses in the word bank and categorize them within the PROSPER worlds and then to discuss how they perceived sustainability for Bavaria and how they perceived PROSPER. The answers from the word bank activity were registered to create a word cloud (Appendix 5). The second activity was a matrix worksheet that assessed employee’s personal, area and company relevance for each of the five worlds of PROSPER. The worksheet data was collected and analyzed. All interviews and focus groups were recorded and transcribed for analysis.

Table 2. Breakdown of sample size of interview and focus group participants (tactical and operational) by site and number of focus groups conducted

<table>
<thead>
<tr>
<th>Site</th>
<th>Tactical Area</th>
<th>Operational Area</th>
<th># of focus groups</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bogotá</td>
<td>13</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>
2.3 Data Analysis Techniques

The first phase in the data analysis of the interviews and focus groups was to have each audio recording transcribed verbatim into Word documents to be uploaded into the qualitative data analysis software MaxQDA 11.2.2. Via MaxQDA the interviews were coded based on the categories developed from the initial project design (Knowledge, Understanding & Compliance, Reinforcement, Communication & Collaboration, Alignment, Participation & Extra Effort, and Advocacy). The team developed the baseline diagnostic from through these categories, processed the alignment matrix data through Excel and analyzed for significant insights. The results were then applied and adapted to the wheel of change toward sustainability framework (Doppelt 2010).

3. The Wheel of Change Towards Sustainability Framework: Baseline Results and Recommendations

In the following section, the wheel of change towards sustainability framework developed by Doppelt (2010) to integrate sustainability in the organizational culture will be described (Figure). Each section will include a baseline determined from the data analysis of the fieldwork, and a set of recommendations gathered throughout the field study and other organizations’ practices.
Doppelt’s wheel of change towards sustainability framework was tailored to Bavaria’s needs (Figure 2) in order to create a specific action plan for Bavaria’s sustainability office. The team developed six components from Doppelt’s seven, and taking Doppelt’s advice from *Leading Change Toward Sustainability* (2010), renamed the categories into something more simple and relatable to the company. The categories became: Strategize, Engage, Communicate, Train, Refocus, and Recruit. The body of the report will explain each component, the team’s baseline diagnostic of Bavaria’s performance in that component, and the recommendations we have to improve performance.
3.1 Strategize

This category refers to the imperative of relating the organization’s values, vision, and structure with the sustainability initiative (organizational alignment), and aligning them with employees’ personal values.

Organizational alignment is achieved when key factors of the organizational performance send a consistent message and the structure (formal and informal) of the organization is organized and coordinated in order to function as a system and not as separate components (Doppelt 2010). Similarly, when employees’ personal values align with those of the company, integration of strategies like PROSPER in the organizational culture will be enhanced.

In order to measure the organizational culture a competing values framework\(^1\) (CVF) was used. Knowing the culture of the company ensures that initiatives and projects are tailored appropriately into the existing organizational climate.

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\(^1\) The competing values framework was developed to identify a company’s organizational culture: an organization falls on a spectrum of four culture types: Clan, Adhocracy, Market, and Hierarchy.
Table 3. Types of organizational cultures

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaborate (Clan)</td>
<td>The organization emphasizes the long-term benefit of human resource development and attaches great importance to cohesion and morale.</td>
</tr>
<tr>
<td>Create (Adhocracy)</td>
<td>The emphasis is on being on the leading edge. The organization's long-term emphasis is on growth and acquiring new resources. Success means gaining unique and new products to services. Being a product or service leader is important.</td>
</tr>
<tr>
<td>Compete (Market)</td>
<td>A results-oriented organization. The major concern is getting the job done. Reputation and success are common concerns. The long-term focus is on competitive actions and achievement of measurable goals and targets.</td>
</tr>
<tr>
<td>Control (Hierarchy)</td>
<td>A very formalized and structured place to work. Procedures govern what people do. Formal rules and policies hold the organization together. The long-term concern is on stability and performance with efficient, smooth operations.</td>
</tr>
</tbody>
</table>

Adapted from Abbett and Coldham (2010)

Traditionally these assessments are determined through employee surveys. However, this assessment measured the characteristics of each of the types of organizational cultures (Table 3) of Bavaria through an observational analysis on a 0-5 scale.

Baseline: Organizational Culture Assessment

The observational analysis of Bavaria’s organizational culture showed stronger characteristics of a ‘compete’ and ‘control’ cultures.

The company’s emphasis on indicators and performance is a sign of a ‘compete’ culture. This surfaced from the employee comments on strong internal measurement systems and key performance indicators (KPIs) and PROSPER-related reports. Additionally, Bavaria’s emphasis on being “the most admired beverage company in the world” as vision statement aligns with this type of culture. Bavaria further displays aspects of the control culture through its established hierarchical system prevalent at the corporate headquarters in Bogota and at the regional breweries and plants (Figure 3).

Figure 3. Bavaria’s cultural climate according to the competing values framework

The competing element values, the PROSPER strategy, were determined by analyzing its mission statement, indicators, and the potential that the strategy has for characteristics of each of the organizational culture types, specially innovation and collaboration (Figure 4).

Each culture is suitable for a particular business type, size, and environment (Abbett and Coldham 2010; Cameron and Quinn 2006).
When juxtaposing both Bavaria’s and PROSPER’s values with one another (Figure 5) it is possible to observe a prominent contrast between values in the area of collaboration. This gap identify an area where improvement can be made in value alignment in order to match PROSPER more closely to the organizational culture of Bavaria, thus improving employee performance and engagement.

Baseline: Organizational Vision and Values

Bavaria, very recently, has released a new set of company values entitled Our History, making improvements in incorporating sustainability into this new company profile. While these changes are expected to have efforts to communicate and to interiorize the new vision and values, they are also an opportunity to include sustainability as part of it, further integrating it into the organizational culture of Bavaria.

The new vision of Bavaria is “to be the most admired beverage company in the world” (SAB Miller 2015).

Baseline: Personal and Area Alignment

In order to assess the alignment of shared imperatives (stairways) and the perceptions of relevancy to them by employees, a comparison between the relevancy of the PROSPER
worlds per area and the perception of relevancy by area employees was performed (Figure 6).

![Figure 6. Employee perception of area alignment with PROSPER worlds](image)

In Figure 6 is possible to observe that for the four areas of study, there is a gap in alignment of what the area employees consider as a relevant world to their area and the actual relevancy through specific stairways.

**Recommendations**

A set of recommendations to strengthen the ‘Strategize’ component of the framework includes:

1. Put emphasis on the specific words that each area perceive as irrelevant, despite having specific stairways to them:
   a. Supply chain: prosper (thriving) world
   b. Distribution: prosper (thriving) world
   c. Sales: clean world
   d. Marketing: clean world
2. To map out the informal organizational structure through and organizational network analysis (ONA) in collaboration with internal communications.
3. Taking into account that competitive culture functions best with performance indicators, it is recommended to relate daily, area-specific activities with PROSPER KPIs and to include sustainability as part of the personal goals.
4. Senior executives should lead change towards sustainability and relate the organization’s vision to sustainability and PROSPER
   a. Management should communicate the connection between the company vision and PROSPER.
   b. Define the term ‘admired’ in terms of corporate citizenship, not only profitability.
      i. Emphasize that profits are a mean to an end, not the vision itself.
      ii. Ask employees what they want to be admired for and build upon that.
      iii. Focus on teamwork: “as team we can make it”.
   iv. Make emphasis on the tenets of ‘what do we believe in’ and ‘why do we exist’ since they explicitly mention sustainable development and improving the quality of life and help to build local communities, respectively.
5. Collaboration with the human resources department to embed sustainability in the organizational culture.
a. Empower employees through sustainability
b. Include sustainability-related efforts in the rewards system
c. Make it part of professional development
   i. Incorporate PROSPER into performance reviews of operators, managers and directors
   ii. Include it as part of each person job description (i.e. INDUGRAL recruitment)
   iii. Include a sustainability component in every training
   iv. Integrate HR initiatives with PROSPER (meaningful jobs, ethics, etc.)

3.2 Refocus

Similar to the previous category, ‘Refocus’ is referred to the importance of changing the mindset of “business-as-usual” through the imperative of achieving sustainability not only at the senior level, but also throughout the organization.

Baseline: Beyond Businesses-as-Usual

One of the first steps for alignment and ultimately leading change towards sustainability is to convince people that the business-as-usual model is no longer acceptable. For the specific case of Bavaria, it also means going past compliance in order to embrace sustainability as part of its culture. During the field work and after data analysis, both beyond compliance and business-as-usual behaviors were observed (Table 4). From these observations, a set of recommendations derived to reinforce positive behaviors and to undermine business-as-usual and just-for-compliance behaviors, respectively.

Recommendations to reinforce sustainability behavior

1. Show employees how sustainability activities can be performed at home and in the office (recycling, saving water or electricity)
2. Naming of PROSPER champions\(^2\) per plant, per area.

<table>
<thead>
<tr>
<th>Positive behaviors (beyond compliance)</th>
<th>Negative behaviors (business-as-usual)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Voluntary donations (time and salary reductions) to Uni2 and other organizations</td>
<td>Admitting the importance of sustainability, but voicing excuses to change behaviors</td>
</tr>
<tr>
<td>Voicing suggestions to improve performance</td>
<td>Lack of sustainability-related issues in regular meetings</td>
</tr>
<tr>
<td>Understanding of the importance of going past compliance and sustainability</td>
<td>Lack of availability to take time off to work in sustainability-related efforts/initiatives</td>
</tr>
<tr>
<td>Internal and external auditing of sustainability compliance in some areas</td>
<td>Distant perception of sustainability levels of embeddedness between employees and management, ranking higher for management than for employees.</td>
</tr>
<tr>
<td>Perception of Bavaria as leader in sustainability in Colombia</td>
<td></td>
</tr>
</tbody>
</table>

Recommendations to undermine business-as-usual thinking

\(^2\) Champions are exemplary employees who are already aligned with sustainability and show sustainability behaviors
1. Connecting sustainability to personal life situations and as a way to contribute to a better future for employees’ families.
2. Making explicit the connection of the vision and values of the company included in the “Our history” initiative with PROSPER and its words (Table 5).
3. Making sustainability a priority by including it at top of agenda during regular meetings and other activities i.e. speeches, English classes (promoting an English Sustainability Conversation table), among others.
4. Comparing managers’ ideas on knowledge, understanding and alignment of sustainability with those of employees.

<table>
<thead>
<tr>
<th>SAB Miller values</th>
<th>PROSPER worlds</th>
</tr>
</thead>
<tbody>
<tr>
<td>People are our most durable advantage</td>
<td>All five worlds</td>
</tr>
<tr>
<td>Responsibility/accountability is clear and individual</td>
<td>All five worlds</td>
</tr>
<tr>
<td>*emphasize teamwork, but also individual accountability</td>
<td></td>
</tr>
<tr>
<td>Work and winning as teams</td>
<td>Resilient world</td>
</tr>
<tr>
<td>Clean world</td>
<td></td>
</tr>
<tr>
<td>Thriving world</td>
<td></td>
</tr>
<tr>
<td>Focus on client and the consumers</td>
<td>Thriving world</td>
</tr>
<tr>
<td>Social world</td>
<td></td>
</tr>
<tr>
<td>We do the best for our local community</td>
<td>All five worlds</td>
</tr>
<tr>
<td>Our reputation is indivisible</td>
<td>All five worlds</td>
</tr>
</tbody>
</table>

3.3 Recruit

Once a specific effort to create a compelling case for sustainability and initial alignment of senior management has been achieved, the next step is to organize teams that promote sustainability.

In order to organize effective sustainability teams it is necessary to:

1. **Get the right people:** Well-conceived teams can overcome the many barriers to sustainability existing in the organizational systems, structure and culture (Doppelt 2010).

2. **Have clarity over goals:** Being clear about goals include determining a (i) purpose, (ii) vision, (iii) strategy, (iv) tactics, and (v) implementation timelines in order to generate knowledge and embed sustainability in the organizational culture (Doppelt 2010)(Kim 2002).

3. **Have clarity over roles:**
   a. **Sponsor:** Supports and reinforces the need of change (VP/Director, external VP/CSR Director or Manager, external)
   b. **Advocates and agents:** help to embed sustainability, keep focus and goals clear (middle management and professionals, champions)
   c. **Support staff:** provide administrative and organizational support (Doppelt 2010).

4. **Have clarity over rules:** Having clarity over rules will make clear the decision making process for the team: the types of decisions that will be made and the role that each person will play when making such decisions (Kim 2002).

**Baseline**

Bavaria already has a sustainability team, or sustainability committee, who is in charge of “cascading” PROSPER across the organization, reaching every employee the tactical and
operational levels. However, during the focus group and semi-structured interviews responses did not show an across the board knowledge of PROSPER, nor an understanding of how to integrate sustainability into daily activities or the impact of the areas to specific PROSPER objectives. Exceptions were initiatives related to responsible consumption and activities of the technical area that have an impact on water, waste, and emissions management.

An analysis of the met and unmet goals of the sustainability committee was made in order to identify and tackle those goals yet to meet:

- **Purpose of the team**: Exists, but needs to go past compliance and KPIs collection
- **Vision**: Exists, definition of sustainability for Bavaria
- **Strategy**: Exists, PROSPER
- **Tactics**: Exist in form of stairways, but can influence on how to achieve them.
- **Implementation timelines**: Exists, 2020
- **Generation of knowledge**: Needs to be determined as explicit goal of the committee
- **Embedding sustainability**: Needs to be determined as explicit goal of the committee

**Recommendations**

1. Considering that PROSPER is a top-down initiative of SAB Miller, emphasis on the past commitment to sustainability of Bavaria should be made in order to create ownership of PROSPER by the sustainability committee and employees.
2. Through empathy mapping, ideas from Darcy Winslow (environmental sustainability team at Nike Footwear), and research by Battilana and Casciaro (2013), we recommend the strengthening of the sustainability committee members in order to have the following roles:
   a. Steward: has shown sustainability knowledge and behavior.
   b. Driver: is able to keep focus and excitement.
   c. Connector: knows how to identify gaps and how to connect people.
   d. Translator: is a resource ‘hub’ and knows how to share sustainability information everyday in understandable language.
   e. Choreographer: is steps ahead on his understanding of sustainability.
3. Use of the local culture by comparing the sustainability committee to the national professional soccer team, thus, as such, the team should have access to:
   a. Intensive training
   b. Trust among its members
   c. Members with technical, social and leadership skills
   d. Hold positions of authority and be accountable
   e. Representation from all key areas
4. In addition, incentives should be offered for the sustainability committee members:
   a. Professional development
      i. Adding skills, badge on resume, marketability
      ii. Access to higher-ups
      iii. Creativity involvement
      iv. Increased contribution to the company
   b. Financial incentives (could be in the long run, not immediately)
   c. Promotions (could be in the long run, not immediately)
5. Arrangement of external sponsors, such as government or NGOs officers, through the existing relations of the them with the Corporate Affairs Vice Presidency.
3.4 Engage

This category seeks to restructure the rules of engagement by adopting people-based strategies. When pursuing these changes, it is important to keep clear that a strategy guides the organization to pursue its vision of sustainability (long-term) while tactics are the specific actions taken to implement the strategy (short- and medium-term) (Doppelt 2010).

Baseline

Through the field study, most participants were able to identify some aspects of PROSPER as strategy, but did not make a direct association of such actions with PROSPER, nor with the ways in which their daily work impacts PROSPER.

A clear and ambitious strategy such as PROSPER has been designed by SAB Miller and tailored to Bavaria with specific tactics (stairways) and indicators of progress (KPIs). However, as discovered during the field work, despite the existence of a strategy, tactics and indicators, they are not widely known nor effectively communicated, thus affecting further steps of the implementation plan of the strategy (Table 6).

<table>
<thead>
<tr>
<th>Implementation plan</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Having specific steps</td>
<td>Exists, but does not permeate all members of areas. The impact to PROSPER is not clearly communicated.</td>
</tr>
<tr>
<td>Having time-frames</td>
<td>Exists (2020), but it is not widely communicated or known.</td>
</tr>
<tr>
<td>Lines and responsibility</td>
<td>Exists, but it is not clear the role that each employee plays to achieving PROSPER goals.</td>
</tr>
<tr>
<td>Accountability mechanisms</td>
<td>Exists, but the people accountable at plants are not part of the same Vice Presidency as the sustainable development office.</td>
</tr>
<tr>
<td>Fiscal and human resources</td>
<td>Limited, only three people are part of the sustainable development office.</td>
</tr>
<tr>
<td>Monitoring and evaluation protocols</td>
<td>Other than performance (KPIs), <strong>non existing</strong>. <em>This was common to the different programs implemented across the company.</em></td>
</tr>
</tbody>
</table>

Recommendations

1. Clearly define what sustainability is in a simple, relatable, and memorable way.
   a. Bring-in employees to build up this definition.
      i. Similar to the word cloud activity developed for focus groups.

2. Create a simple, yet complete map of the value chain including inputs and outputs of one or more products and locate the contributions of each area (Appendix 5). In parallel, create a similar map of how would the value chain look like by 2020 (after the PROSPER objectives are achieved)
   a. It will help the sustainability committee, champions, and other employees to understand how they contribute to the bigger picture.
   b. It will help the sustainability committee, champions, and senior management to make decisions.
   c. It will give purpose to each contributing actor.
   d. It will provide feedback loops for improvement.
   e. It will provide the basis for anticipatory and action learning.
3. Take advantage of the competitive culture and publicly share results of each area with all the company in order to promote gamification.

3.5 Communicate

This category is about the importance of effective communication in order to create awareness, develop and reinforce understanding, and get buy-in among employees (Doppelt 2010).

Baseline

During the field study, lack of one-on-one trainings, email overload, and the inability to see the impact of daily activities on PROSPER were the most common barriers mentioned. The fieldwork revealed that the best way to capture attention and enhance understanding is through active communication (one-to-one conversations) rather than passive communication (media) as well as other barriers that stand in the way of an effective flow of information.

Technical barriers

- Availability of computers for employee use (+)
- Champion in distribution (Barranquilla) reinforces PROSPER (+)
- Use of different type of media (+)
  1. PROSPER videos available only in English
  2. Technical issues of “On Tap”
  3. No universal access Internet and email

Inconsistency barriers

1. Message is not explicitly supported by senior management
2. PROSPER is seen as an individual responsibility and not as a shared commitment
3. Lack of integration among strategies and similar programs
4. Sustainability is not part of the business strategy
5. Sustainability is not discussed in regular meetings
6. Sustainability committee is focused just in compliance and is not cascading the information effectively

Lack of interactions

1. Lack of presence of sustainability office at plants and areas
2. Technical/foreign language
3. Lack of feedback on training and media (impact evaluation)
4. Lack of integration of two-way communication channels (*Banco de ideas*, counted ventures, and Eureka)
5. Lack of collaboration with areas within the same Vice Presidency (sustainable development office and internal communications)

Hesitation

- Participation in innovation channels (+)
- Operational level employees have a sense of openness and comfort with higher ups and senior management (+)
- Employees feel listened to (+)
Despite not finding signs of hesitation, it would be important to assess if hesitation is indeed a barrier for collaboration. This could be done by asking the following questions:

1. Are other areas afraid of not delivering results?
2. Are other areas afraid they are alone, being an outcast, or not getting any support?

**Recommendations**

**Technical barriers**

1. Fix “on tap”
2. Include Spanish versions of the videos available on “on tap”

**Inconsistency barriers**

1. Mainstream PROSPER throughout the whole organization
2. Train internal communications to identify initiatives related to PROSPER and communicate them as such
3. Create a shared commitment with all the areas of the company
4. Invite guest speakers from SAB Miller Headquarters (London) and Latin America HUB (Miami)
5. Reinforce sustainability committee knowledge through continuous training

**Lack of interactions**

1. Collaborate with other areas for trainings and programs, mainly HR
2. Uniform and simplify language
3. Increase visibility through socials, speeches, and meetings
4. Use existing innovation platforms and include sustainability as category
5. Re-establish successful programs (utility bill competition)
6. Establish new programs

**Hesitation**

1. Treat sustainability committee members and champions as part of the sustainability office
2. Recognize sustainability committee members and champions publicly

**3.6 Train**

This category refers to encouraging and rewarding sustainability learning and innovation at the company. Constant feedback and learning mechanisms help overcome the barriers to sustainability. While education is important, without reinforcements it is rarely sufficient for long-term effect on the behavior. In other words, learning is not a one-time event, but a multi-shot process (Marquardt 2002; Doppelt 2010). At the same time, opening spaces for employee innovation tailored to sustainability have shown to improve integration of sustainability in the organizational culture.

**Baseline**

**Learning**

1. Internal communication displays desire to create more tailored messages beyond just media (+)
2. There is a lack of trainings on sustainability and PROSPER
3. There are reinforcement mechanisms through media, but initiatives are usually not communicated as components of PROSPER
4. With limited mentions of sustainability in regular trainings and meetings, reinforcement is limited

**Innovation**
1. Availability of innovations channels: *Banco de ideas*, counted ventures, and Eureka
   a. Recognition mechanisms put emphasis on teamwork (+)
2. Open spaces for external actors (i.e. intern who implemented conservation reminders at Impresora del sur)

**Recommendations**

**Learning**
1. Include sustainability as part of every training (professional, safety, etc).
2. Make it personal: involve employees’ families, specifically their children
3. On media, include tips that center on easy and specific activities that employees can do within their areas
4. Use internal communications restructuring as an opportunity to enhance collaboration
5. Create spaces for collaborative learning where employees can interact and share stories, ideas, and information (i.e. Club Colombia Verde)
   a. Highlight small successes to build momentum
   b. Promote anticipatory and action learning
   c. Test knowledge about PROSPER through daily or weekly quizzes such as crossword puzzles
   d. Reward participation

**Innovation**
1. Award sustainability contributions through existing platforms (i.e. *Banco de ideas*, counted ventures, and Eureka)
2. Involve even more external actors
3. Collaborate with HR to hire people from different industry backgrounds and sustainability experience
4. Encourage a safe and risk-supportive atmosphere for innovation by defining acceptable risks

**4. Development of an action plan to embed sustainability in Bavaria**

After the field study analysis, a strategic plan was developed in order to initiate the process of embedding sustainability in the organizational culture of Bavaria (Table 7). It is important to note that this is part of a larger process than involves external actors and stakeholders, which were not part of this analysis. However, it is expected from this plan to foster sustainability engagement, integration and alignment among employees across the company.

**How to navigate the action plan**

The action plan should be divided in five columns: (i) component of the framework, (ii) specific actions to take, (iii) the person responsible and accountable for the process, (iv) the person from which support will be needed, and (v) a time frame. Accountability and support were only defined to the area level while time frame was left to the company
discretion due to the lack of sufficient information on organizational structures and procedures.

Adapted from ‘the wheel of change toward sustainability framework’ (Doppelt 2010), the action plan offers specific actions for each component of the strategy presented as a logical process. No single component is a single-shot process; they all need to be constantly reinforced, adjusted and adapted. In addition, an evaluation of each of the proposed actions was evaluated based on the ‘portfolio approach to embedding sustainability’ developed by Bertels et al (2010).

For the reader easiness, each action has been color coded: red-colored actions mean that they were raised by the employees during the field study; blue-colored actions mean that they have been proposed on the literature; and green-colored actions mean that they have both been raised by employees and proposed on the literature. Examples of recommended actions voiced by employees supporting the action plan can be found in Appendix 6.

Below each action, an overall assessment of its effectiveness has been included. The assessments, developed by Bertels et al (2010) can be interpreted as follows:

*Proposed but not tested:* these practices have been raised by companies, academics and consultants as having the potential to build or support the culture of sustainability but they have not yet been tested empirically. It is suggested to try out these practices but monitor and assess their effectiveness on a regular basis.

*Supported:* these practices have received testing, but this has been limited. They have been identified as part of academic case studies of leading firms or have received a limited amount of attention as part of a study with a related but different focus. It is suggested to try out these practices but monitor and assess their effectiveness on a regular basis.

*Strongly supported:* these practices have received empirical support in the literature. It is recommended to include practices from this category when assembling a portfolio of activities to embed sustainability.

Finally, it is important to emphasize that a strong leadership effort will be required from the Sustainable Development Office and the Corporate Affairs Vice Presidency throughout this process as well as a consistent and strong alignment and sponsorship from vice presidents, directors, and managers at headquarters and plants. Equally important will be the repetition and reinforcement through media communication and constant improvements of training programs.

<table>
<thead>
<tr>
<th>Framework component(s)</th>
<th>Actions</th>
<th>Responsible</th>
<th>Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Refocus and Strategize</td>
<td>1. Create a compelling case for sustainability(^3) (Appendix 7).</td>
<td>Sustainable Development</td>
<td>Corporate Affairs Vice-</td>
</tr>
</tbody>
</table>

\(^3\) Compelling case: builds up a case for sustainability by giving arguments and facts that will help people in the organization alter traditional mindsets of business-as-usual. A compelling case needs to be tailored to the tactical and the operational levels and needs to include a reason why sustainability is important, what are the risks of inaction, and how can it be achieved at the organization. Named as a
<table>
<thead>
<tr>
<th><strong>Strongly supported</strong></th>
<th>Office</th>
<th>Presidency</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Define the connection of PROSPER with SAB Miller vision and values (define admired in terms of corporate citizenship) **OPPORTUNITY!**⁴</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supported</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Reorient**

<table>
<thead>
<tr>
<th>1. Present your case to the sustainability committee</th>
<th>Sustainable Development Office</th>
<th>Internal communications (Organizational Network Analysis – ONA⁹)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strongly supported</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Present your case to the Head Quarters vice-presidents, directors, and managers</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strongly supported</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Recognize in the previous audiences brokers⁵, fence-sitters⁶ and resisters⁷. Identify brokers and foster relationships with them. <strong>Strongly supported</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Identify the best connected brokers.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>No data</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Identify resisters in the sustainability committee **RED FLAG!**⁸</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>No data</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Reorient**

| 1. Bring in the best connected vice-presidents, directors, and managers and asked them to sponsor the sustainability committee. **Strongly supported** | Sustainable Development Office | Head Quarter’s Vice Presidencies, Direction, and Management |

**Refocus**

| 1. Include sustainability as part of every meeting agenda **Strongly supported** | Head Quarter’s Vice Presidencies, Direction, and Management | Human Resources (performance reviews and personal goal settings) |
| 2. Include sustainability as part of personal goals **Strongly supported** |                                |                                                                  |

`compliment sandwich approach`, arguments for the risk of inaction are preceded and followed by the advantages of sustainability and the ability and feasibility to take collaborative action towards sustainability, respectively. See Appendix 7 for an example of the `compliment sandwich approach` to build a case for sustainability at Bavaria.

⁴ OPPORTUNITY!: represents an area where, considering the immediate circumstances, there is an opportunity to apply the recommendation. For the case of strategizing, it is referred as the opportunity to incorporate PROSPER directly into the communication strategy of the Our history initiative.

⁵ Brokers (sponsors): people who is positive about change and have shown sustainability behaviors (Battilana and Casciaro 2013).

⁶ Fence-sitters: people who see both potential benefits and potential drawbacks (Battilana and Casciaro 2013).

⁷ Resistors: people who take a purely negative view (Battilana and Casciaro 2013).

⁸ RED FLAG!: represents an area of attention. When identifying brokers, fence-sitters, and resistors it is important to make sure that the sustainability committee members are a majority (if not a totality) of brokers and fence-sitters, avoiding resisters.

⁹ Organizational Network Analysis (ONA): mathematical and visual analysis of relationships and influence between people, groups and organizations (Bloom 2014). ONA views relationships in terms of nodes and links that will answer who are key connectors/resources, who/which groups might be isolated and/or under-utilized, where might information/resource bottlenecks occur, how can we improve collaboration, how do different organizations interact with one another, where are key information sources and resource hubs, and which areas might make good partners.
<table>
<thead>
<tr>
<th>3. Include sustainability as part of the performance review</th>
<th>Supported</th>
</tr>
</thead>
</table>

| **Train** | 1. Strengthen the sustainability committee with training on profile skills. | Human Resources | Sustainable Development Office (support) |
|-------------------------------------------------------------|-------------|
| **Strongly supported** |

| **Refocus** | 1. Create a compelling case for sustainability for Management and Direction at plants. | Sustainability Committee | Sustainable Development Office |
|-------------------------------------------------------------|-------------|
| **Strongly supported** |

| **Recruit** | 1. Present your case to the Plants’ directors, managers, and environmental engineers. | Sustainability Committee | Head Quarter’s Vice Presidencies, Direction, and Management (sponsorship) |
|-------------------------------------------------------------|-------------|
| **Strongly supported** |
| 2. Recognize brokers, fence-sitters and resisters. Identify brokers and foster relationships with them. | | Internal communications (ONA) |
| **Strongly supported** |
| 3. Identify the best connected brokers. | |
| **No data** |
| 4. Identify resisters RED FLAG! | |
| **No data** |

| **Refocus** | 1. Bring-in the best connected directors, managers, and environmental engineers and asked them to identify champions from each area at the operational level and sponsor them. | Sustainability Committee | Plants’ Direction and Management (sponsorship) |
|-------------------------------------------------------------|-------------|
| **Strongly supported** |

| **Communicate and Refocus** | 1. Recognize your sustainability committee, champions and sponsors (HQ and Plants) publicly as “special members” or “ambassadors” of the sustainable development office on media. | Sustainable Development Office | Internal communications (media, event planning and diffusion) |
|-------------------------------------------------------------|-------------|
| **Supported** |
| 2. Organize an award event or design a recognition mechanism for the new “special members” or “ambassadors” (token, diploma, etc.) | | |
| **Supported** |

| **Communicate** | 1. Establish monthly/bimonthly meetings (on-line and personal) with the sustainability committee, champions, and the sustainable development office (resource allocation) | Sustainable Development Office | Internal communications HQ and Plants’ Vice Presidencies, Direction, and Management (sponsorship) |
|-------------------------------------------------------------|-------------|
| **Strongly supported** |

| **Refocus** | 1. Recognize external stakeholders and ask them to sponsor the sustainability efforts of Bavaria. | Corporate Affairs Vice Presidency | Sustainable Development Office |
|-------------------------------------------------------------|-------------|
| **No data** |

<p>| <strong>Refocus and strategize</strong> | 1. Invite and organize an keynote speech on sustainability from SAB Miller’s Head Quarters (London) or Latin America HUB (Miami) | Corporate Affairs Vice Presidency | Internal communications (media, planning, event) |</p>
<table>
<thead>
<tr>
<th>Task</th>
<th>Description</th>
<th>Stakeholders</th>
<th>Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Proposed but not tested</strong>&lt;br&gt;2. Emphasize the connection of PROSPER with SAB Miller vision and values (defining admired in terms of corporate citizenship) <strong>Supported</strong></td>
<td></td>
<td>Development Office</td>
<td>planning and diffusion=</td>
</tr>
<tr>
<td><strong>Engage</strong>&lt;br&gt;1. Define sustainability with employees’ input&lt;br&gt;Proposed but not tested&lt;br&gt;2. Map out three value chains: current, next, and 2020 fiscal years. <strong>Strongly supported</strong>&lt;br&gt;a. Include each area location on the value chain. <strong>Strongly supported</strong>&lt;br&gt;b. Include each area interaction with other areas <strong>Strongly supported</strong>&lt;br&gt;c. Include each area contribution to PROSPER worlds <strong>Strongly supported</strong>&lt;br&gt;d. Include each area KPIs and stairways (not results) <strong>Strongly supported</strong></td>
<td>Sustainability Committee Champions</td>
<td>Internal communications (media) HQ and Plants’ Vice Presidencies, Direction, and Management (sponsorship)</td>
<td></td>
</tr>
<tr>
<td><strong>Communicate</strong>&lt;br&gt;1. Share value chain maps throughout the company <strong>Supported</strong>&lt;br&gt;a. One-on-one conversations, meetings, media. <strong>Proposed but not tested</strong></td>
<td>Sustainability Committee Champions Sustainable Development Office HQ and Plants’ Vice Presidencies, Direction, and Management (sponsorship)</td>
<td>Internal communications (media) HQ and Plants’ Vice Presidencies, Direction, and Management (sponsorship)</td>
<td></td>
</tr>
<tr>
<td><strong>Train</strong>&lt;br&gt;1. Small group and one-on-one sustainability trainings/workshops at Head Quarters*&lt;br&gt;Proposed but not tested&lt;br&gt;2. Small group and one-on-one sustainability trainings/workshops throughout the company. <strong>Proposed but not tested</strong>&lt;br&gt;a. Relate PROSPER to work environment <strong>Strongly supported</strong>&lt;br&gt;b. Relate sustainability to personal life (bring in families, specially children) <strong>Supported</strong>&lt;br&gt;*Training/workshops can be integrated to previous existing trainings</td>
<td>Human Resources</td>
<td>Sustainable Development Office (support) Internal communications (media)</td>
<td></td>
</tr>
<tr>
<td><strong>Train</strong>&lt;br&gt;1. Evaluate training retention <strong>Strongly supported</strong>&lt;br&gt;a. Take evaluations into account for second training (at least twice a year) <strong>Strongly supported</strong></td>
<td>Human Resources</td>
<td>Internal communications (media) Sustainability Committee,</td>
<td></td>
</tr>
</tbody>
</table>
| **Communicate** | 1. Create a summarized version of the sustainability report for internal use  
*Proposed but not tested* | Sustainable Development Office | Desarrollo Visible (consultancy) |
|----------------|------------------------------------------------------------------|---------------------------------|---------------------------------|
| **Engage**     | 1. Publicly share results of sustainability performance (KPIs) of all areas across the company (HQ and Plants) to enhance gamification  
*Supported* | Sustainability Committee  
Champions  
Internal communications | HQ and Plants’ Vice Presidencies, Direction, and Management (sponsorship) |
| **Engage and communicate** | 1. Reward areas that are top sustainability performers  
*Supported*  
   a. Publicly recognize the winners  
*Supported*  
   b. Translate results (KPIs) into relatable measurements\(^{10}\)  
*Supported* | Human Resources  
(including sustainability as part of the rewards system) | Internal communications (media) |
| **Strategize and communicate** | 1. Perform internal audits to all areas across the organization  
*Supported*  
   a. Highlight small successes  
*Proposed but not tested*  
   b. Communicate small successes across plants to promote collaboration  
*Proposed but not tested* | Sustainable Development Office | Internal communications (media)  
HQ and Plants’ Vice Presidencies, Direction, and Management (sponsorship) |
| **Train**      | 1. Design and open spaces for collaborative learning (“Club Colombia Verde”)  
*Proposed but not tested*  
   a. Promote anticipatory\(^{11}\) and action\(^{12}\) learning  
*Strongly supported*  
   b. Promote sustainability-related ideas to design new engagement programs  
*Strongly supported*  
   c. Identify new champions and converted fence-sitters  
*Strongly supported* | Sustainability Committee  
Champions  
Sustainable Development Office | Internal communications (media and event planning) |

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\(^{10}\) Relatable measurements: is referred to changing the way in which results are presented in more relatable and impactful ways. Examples of these practices were observed at IMPRESUR, where paper waste indicators were represented as number of trees. Additionally, our field study results showed that people feel more compelled when associating social causes with stories of real people affected by the corporate program.

\(^{11}\) Anticipatory learning: similar to scenario planning, anticipatory learning allows people to think and avoid future problems by searching and devising ways to prepare (Doppelt 2010).

\(^{12}\) Action learning: by turning real problems of the company into a 'learning laboratory' action learning allows people to work in teams (per area, inter areas, and across the whole organization) to come up with solutions to the problem. While fostering collaborative work, it also allows learning from each other experiences and expertise (Doppelt 2010).
| **Communicate** | 1. Promote attendance to “Club Colombia Verde”  
**Proposed but not tested**  
a. Bring-in guest speakers  
**Proposed but not tested**  
b. Organize social events  
**Supported**  
2. Publicly recognize attendants  
**Supported** | **Sustainability Committee**  
Champions  
Corporate Affairs Vice Presidency  
Internal communications (media) | **HQ and Plants’ Vice Presidencies, Direction, and Management (sponsorship)** |
| **Communicate** | 1. Evaluate feasibility of the suggested sustainability-related ideas  
a. Develop new engagement programs  
**Strongly supported**  
b. Bring back pre-existing engagement programs (i.e. utilities bills)  
**No data** | **Sustainable Development Office**  
Human Resources  
HQ and Plants’ Vice Presidencies, Direction, and Management | |
| **Engage** | 1. Relate “Club Colombia Verde” to existing innovation channels (*Banco de Ideas*, ‘counted ventures’, and *Eureka*)  
**Strongly supported** | **Human Resources**  
(including sustainability as category) | **Sustainability committee, champions, and sustainable development office (support)** |
| **Communicate** | 1. Promote participation on the innovation channels (*Banco de Ideas*, ‘counted ventures’, and *Eureka*)  
**Supported**  
a. Reward participation and best sustainability-related ideas  
**Supported** | **HQ and Plants’ Vice Presidencies, Direction, and Management**  
Sustainable Development Office  
Internal communications  
Human Resources | |
| **Strategize** | 1. Include sustainability as part of all trainings and job duties and description  
**OPPORTUNITY!** | **Human Resources** | **Sustainability committee, champions, and sustainable development office (support)**  
**HQ and Plants’ Vice Presidencies, Direction, and Management (sponsorship)** |

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13 **OPPORTUNITY!**: represents an area where, considering the immediate circumstances, there is an opportunity to apply the recommendation. For the case of strategizing, it is referred as the opportunity to incorporate sustainability-related duties for upcoming employees at the new labeling plant INDUGRAL.
5. Limitations

Some of the limitations of this study include:

1. **Time restraints** - Ten weeks in total and two days per plant. In addition, the delayed plant visits limited the data analysis.

2. **Lack of information** - No previous survey data beyond human resources studies and KPI’s. Lack of performance data per plant and area.

3. **Sampling constraints** – Even though there was emphasis on the random selection of the participants, there was no control over the selection of participants.

4. **Nature of focus groups** - Focus groups are vulnerable to authoritative voices, peer pressures, fear of retribution, among others.

6. Bibliography

Abbett, Liz; Coldham, Anna, and Whisnant, Ryan “Organizational Culture and the Success of Corporate Sustainability Initiatives: An Empirical Analysis Using the Competing Values Framework” (University of Michigan, 2010).


PricewaterhouseCoopers. The keys to corporate responsibility employee engagement. 2014.


7. Appendices

**Appendix 1: Evaluation Design Matrices from initial Project Design**

**EVALUATION DESIGN MATRIX**

<table>
<thead>
<tr>
<th>KEY META QUESTION</th>
<th>TERMS TO BE OPERATIONALLY DEFINED</th>
<th>KEY MEASURABLE INDICATORS</th>
<th>DATA COLLECTION INSTRUMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>To what extent has PROSPER been integrated into the organizational culture?</td>
<td>PROSPER: Social, responsible consumption. Clean: Waste, energy, reduced emissions. Resilience: Water efficiency. Prosperous: social development in value chain. Productive: local and sustainable agriculture.</td>
<td>Knowledge&lt;br&gt;• Performance reviews of PROSPER, per plant and operation&lt;br&gt;• % of employees that know about PROSPER&lt;br&gt;• % of employees that know how/why PROSPER relates to their job&lt;br&gt;• Frequency that objectives are discussed&lt;br&gt;• Frequency that progress of objectives are discussed&lt;br&gt;• Motivational and Behavioral&lt;br&gt;• Observational indicators: might not be measurable in the timeframe, but can be suggested for future implementation. Ex. sustainable behaviors, PROSPER</td>
<td>• Performance records of PROSPER (i.e., KPI, scorecards/stairway)&lt;br&gt;• Audio recorder&lt;br&gt;• QDA software&lt;br&gt;• Flip charts&lt;br&gt;• pens/markers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DATA COLLECTION TECHNIQUES</th>
<th>DATA ANALYSIS TECHNIQUE(S)</th>
<th>DATA COLLECTION FREQUENCY, TIMING AND RESPONSIBLE PERSONS</th>
<th>OTHER (e.g., users, reviewers, collectors, analysts, decisions, etc.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Focus groups</td>
<td>Qualitative Data Analysis&lt;br&gt;• Coding&lt;br&gt;• MaxQDA</td>
<td>One month collection from June 22-July 13, 2015 executed by the consultant team.</td>
<td>Shared and used for development M&amp;E plan and used in academic papers.</td>
</tr>
</tbody>
</table>
### Evaluation Design Matrix

<table>
<thead>
<tr>
<th>Key Meta Question</th>
<th>Terms to Be Operationally Defined</th>
<th>Key Measurable Indicators</th>
<th>Data Collection Instruments</th>
</tr>
</thead>
<tbody>
<tr>
<td>To what degree does management enforce and encourage the integration of PROSPER into their areas?</td>
<td>PROSPER: Socially responsible consumption, Clean: Waste, energy, reduced emissions, Resilience: Water efficiency, Prosperous: Social development in value chain, Productive: Local and sustainable agriculture</td>
<td># of incentives, # of trainings, frequency of trainings, retention of PROSPER knowledge</td>
<td>PROSPER training/incentive records, Previous employee surveys/assessments, Focus groups of employees, Interviews/focus groups with management</td>
</tr>
</tbody>
</table>

**Management:** Bavaria CSR Department, Plant directors and managers of each sector.

<table>
<thead>
<tr>
<th>Data Collection Techniques</th>
<th>Data Analysis Technique(s)</th>
<th>Data Collection Frequency, Timing and Responsible Persons</th>
<th>Other (e.g., users, reviewers, collectors, analysts, decisions, etc.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus groups, interviews, participant observation, semi-structured interviews, surveys</td>
<td>Qualitative Data Analysis - Coding, MaxQDA</td>
<td>One month collection from June 22 - July 13, 2015 executed by the consultant team.</td>
<td>Shared and used for development M&amp;E plan and used in academic papers.</td>
</tr>
</tbody>
</table>

### Evaluation Design Matrix

<table>
<thead>
<tr>
<th>Key Meta Question</th>
<th>Terms to Be Operationally Defined</th>
<th>Key Measurable Indicators</th>
<th>Data Collection Instruments</th>
</tr>
</thead>
<tbody>
<tr>
<td>To what extent does internal communication of individual plants affect and encourage the initiatives of PROSPER?</td>
<td>Quality of communication channels: frequency of interdepartmental meetings, # of employees that have regular contact (email/phone/conversations) with other departments, frequency of PROSPER propaganda received by employees (i.e., emails, newsletters, posters, etc.), % of employees who know of existing communication channels, % of employees who utilize communication channels for PROSPER-related topics, % of employees who feel comfortable in reaching out to different departments concerning PROSPER-related agenda, % of employees who feel comfortable in expressing ideas to higher-ups related to PROSPER</td>
<td>- PROSPER training/incentive records, - Previous employee surveys/assessments, - Focus groups of employees, - Interviews/focus groups with management, - 2014-2015 Dialogues final report</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Data Collection Techniques</th>
<th>Data Analysis Technique(s)</th>
<th>Data Collection Frequency, Timing and Responsible Persons</th>
<th>Other (e.g., users, reviewers, collectors, analysts, decisions, etc.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Focus groups, interviews, participant observation, semi-structured interviews, surveys, organizational network mapping</td>
<td>Qualitative Data Analysis - Coding, MaxQDA, Organizational Network Mapping</td>
<td>One month collection from June 22 - July 13, 2015 executed by the consultant team.</td>
<td>Shared and used for development M&amp;E plan and used in academic papers.</td>
</tr>
</tbody>
</table>
Buenos días y bienvenidos a este grupo focal. Somos estudiantes de maestría de desarrollo sostenible en Estados Unidos en colaboración con la consultoría Desarrollo Visible. Muchas gracias por acompañarnos en la discusión sobre sostenibilidad en sus áreas de trabajo. Estamos llevando a cabo un estudio cuyo propósito es medir la apropiación de la estrategia de desarrollo sostenible de Bavaria por parte de sus colaboradores, de allí que para nosotros es muy importante conocer sus opiniones sobre esta estrategia, el compromiso de Bavaria frente al desarrollo sostenible y cómo ustedes los relacionan con su trabajo. ¡Está por lo tanto, es una oportunidad para innovar!

Su nombre no será asociado con nuestros reportes finales, y todos sus comentarios serán tratados de forma completamente anónima.

Nos gustaría comenzar con algunas recomendaciones para hacer nuestra discusión más productiva:

- Que solo una persona hable a la vez.
- Estaremos grabando estas conversaciones ya que no queremos perder ninguno de sus comentarios.
- Es importante que se sientan libres para expresarse ya que cada uno de ustedes posee valiosas experiencias. Cada comentario es valioso, y aprendemos tanto de comentarios positivos como negativos.
- La sesión durará alrededor de 60 minutos. Valoramos su tiempo, por lo que intentaré mantener nuestra conversación enfocada en el tema de interés.
- Si es posible, por favor, apaguen sus celulares. Si necesitan responder a una llamada, por favor salgan y regresen lo más pronto posible.

¿Es todo claro? ¿Tiene alguna duda?

Nuevamente muchas gracias por su participación y su tiempo.

ACTIVIDAD ROMPE HIELO: SUPERHÉROES Y SUPERPODERES (5-10 MIN)

Para comenzar nuestra conversación y conocernos mejor, nos gustaría hacer una ronda de presentaciones en las que indiquen su nombre, área en la que trabajan y respondan a la siguiente pregunta:

0. ¿Si usted fuera un superhéroe, qué súper-poder tendría y cómo lo utilizaría? (5-10 min)

PREGUNTAS ABIERTAS (20-28 MIN)
Nos gustaría saber ahora,

1. ¿Qué representa la estrategia PROSPERAR para usted? ¿Quién es PROSPERAR? (qué áreas/vicepresidencias, qué áreas abarca PROSPERAR) [CONOCIMIENTO] (5-7 min)

*Preguntas de seguimiento (escoger 1 ó 2):

   a) ¿Qué proyectos o iniciativas de sostenibilidad implementados por Bavaria conoce? [CONOCIMIENTO] (5-7 min)
   b) ¿Ha participado en alguno de los proyectos relacionados con PROSPERAR? [PARTICIPACIÓN] (5-7 min)
   c) De los entrenamientos que ha tenido o de la información que ha recibido sobre desarrollo sostenible, ¿qué temas o conceptos han sobresalido? (¿Cómo han contribuido a su conocimiento sobre PROSPERAR?) [CONOCIMIENTO] (5-7 min)

2a (Directores). ¿Comparada con otras empresas del país, ¿cómo lidera Bavaria en el tema de sostenibilidad? [RECOMENDACIÓN] (5-7 min)
2b. (Gerentes). ¿Por qué recomendaría su área (¿o su planta?) como gestora/líder en sostenibilidad? [RECOMENDACIÓN] (5-7 min)

ACTIVIDAD MATRIZ: DEFINIENDO LA RELEVANCIA DE CADA MUNDO (5-7 MIN)

Ahora nos gustaría que tomaran la hoja de papel que tienen en sus lugares en la cual indiquen,

4. ¿Cuál(es) de los cinco mundos de la estrategia de desarrollo sostenible PROSPERAR cree que sea(n) más relevante(s)?:

   a) a nivel personal
   b) en su área de trabajo
   c) para Bavaria como empresa [ALINEACIÓN] (5-7 min)

PREGUNTAS ABIERTAS EN TORNO A COLABORADORES (25-35 MIN)

5. ¿De qué manera se conectan los intereses y valores de los colaboradores con los de PROSPERAR para generar sentido de pertenencia? (Siendo PROSPERAR una estrategia tan amplia, ¿cómo conectan/relationan los objetivos con los valores/ideales de sus colaboradores?) [ALINEACIÓN] (5-7 min)
6. ¿Cómo motiva/incentiva a sus colaboradores para contribuir al logro de la estrategia de sostenibilidad y sus objetivos? [REINFORCEMENT] (5-7 min)
7. ¿Cómo consideraría se podría involucrar activamente a los colaboradores del área para contribuir con la estrategia de desarrollo sostenible? [ESFUERZO EXTRA] (5-7 min)
8. ¿Qué canales de comunicación interna hay para dar a conocer y recibir opiniones sobre la estrategia de sostenibilidad? ¿Hay un espacio/ambiente abierto para discutir, cuestionar, sugerir y obtener más información sobre PROSPERAR? (Es decir, ¿cómo reciben información sus colaboradores sobre los objetivos y progreso de la estrategia de desarrollo sostenible?)[CONFIANZA] (5-7 min)
NOTA: Si no se menciona el informe de sostenibilidad, pregunta directamente: ¿El Informe de Sostenibilidad es una herramienta que conocen y usan los colaboradores para profundizar en la estrategia de sostenibilidad de Bavaria?

9. Tomando en cuenta los mundos que son más lejanos para usted y para su área, ¿cómo colabora/puede colaborar con aquellas áreas cuyos dichos mundos son más cercanos? (¿Cómo puede contribuir a aquellos elementos -objetivos, asuntos, mundos- de la estrategia de desarrollo sostenible PROSPERAR que son más lejanos para usted y su área?) [ALINEACIÓN] (5-7 min)

PREGUNTAS ABIERTAS EN TORNO A RELACIONES INTERNAS (15-21 MIN)

10. ¿Cómo podrían sus áreas colaborar entre sí y con otras como Desarrollo Sostenible, Recursos Humanos y Fundación Bavaria para integrar los temas abordados en PROSPERAR en sus diferentes actividades? (Cuando sus áreas realizan actividades que podrían relacionarse a la estrategia de desarrollo sostenible, ¿cómo son los contenidos de dichas actividades expresados como parte de PROSPERAR?) [DESEMPEÑO] (5-7 min)

11. ¿Qué componentes de la cultura organizacional podrían facilitar el alineamiento de valores de sus colaboradores con los de PROSPERAR? ¿Qué componentes dificultan dicho proceso? (¿Qué partes de PROSPERAR han sido más fácilmente integradas y por qué cree que haya sido esto?) [ALINEACIÓN] (5-7 min)

12. ¿Cómo podría desempeño en sostenibilidad por parte de Bavaria ser reconocido como un atraer y retener talento? [COMPROMISO] (5-7 min)
INTEGRACIÓN DE LA ESTRATEGIA DE SOSTENIBILIDAD
PROSPERAR EN LA CULTURA ORGANIZACIONAL DE BAVARIA
S.A.

GUÍA PARA GRUPOS FOCALES
TIEMPO ESTIMADO: 93-108 MIN

PRESENTACIÓN (2-3 MIN)

Buenos días y bienvenidos a este grupo focal. Somos estudiantes de maestría de desarrollo sostenible en Estados Unidos. Muchas gracias por acompañarnos en la discusión sobre sostenibilidad en sus áreas de trabajo. Estamos llevando a cabo un estudio cuyo propósito es medir la apropiación de la estrategia de desarrollo sostenible de Bavaria por parte de sus colaboradores, de allí que para nosotros es muy importante conocer sus opiniones sobre esta estrategia, el compromiso de Bavaria frente al desarrollo sostenible y cómo ustedes los relacionan con su trabajo. ¡Esta por lo tanto, es una oportunidad para innovar!

Su nombre no será asociado con nuestros reportes finales, y todos sus comentarios serán tratados de forma completamente anónima.

Nos gustaría comenzar con algunas recomendaciones para hacer nuestra discusión más productiva:

- Que solo una persona hable a la vez.
- Estaremos grabando estas conversaciones ya que no queremos perder ninguno de sus comentarios.
- Es importante que se sientan libres para expresarse ya que cada uno de ustedes posee valiosas experiencias. Cada comentario es valioso, y aprendemos tanto de comentarios positivos como negativos.
- La sesión durará alrededor de 90 minutos. Si es posible, por favor, apaguen sus celulares. Si necesitan responder a una llamada, por favor salgan y regresen lo más pronto posible.

¿Es claro? ¿Tienen alguna duda?

Nuevamente muchas gracias por su participación y su tiempo.

ACTIVIDAD ROMPEHIELO: SUPERHÉROES Y SUPERPODERES (12-15 MIN)

Para comenzar nuestra conversación y conocernos mejor, nos gustaría hacer una ronda de presentaciones en las que indiquen su nombre, área en la que trabajan y respondan a la siguiente pregunta:

0. ¿Si usted fuera un superhéroe, qué súper-poder tendría y cómo lo utilizaría? (12-15min)

ACTIVIDAD SOSTENIBILIDAD: DEFINIENDO SOSTENIBILIDAD (POST-ITS) (7-10 MIN)
Nos gustaría saber ahora,

1. **¿Qué es sostenibilidad para Bavaria?**

Para responder esta pregunta, por favor escriba en cada post-it y en una palabra, lo que usted considere significa sostenibilidad para Bavaria. Pueden utilizar el número de post-its que necesiten. En cuanto terminen, por favor coloque cada uno de los post-its en la pared. (4-7 min) [Conocimiento]

   a) ¿Cuántos de ustedes han escuchado hablar de PROSPERAR?  
      [Conocimiento] (3min)

**DESCRIPTIÓN DE LOS MUNDOS DE PROSPERAR (3-5 MIN)**

Para ubicarnos en conceptos que discutiremos en nuestra conversación, nos gustaría hablarles un poco sobre la estrategia de sostenibilidad de Bavaria, llamada PROSPERAR.

*El facilitador explica cada uno de los cinco mundos de PROSPERAR de manera clara y concisa (3-5 min)*

**ACTIVIDAD CLASIFICACIÓN: PONIENDO MUNDOS A NUESTRAS IDEAS (6-8 MIN)**

Ahora, con base en la explicación de los mundos de PROSPERAR, ¿podrían clasificar sus ideas sobre sostenibilidad para Bavaria, debajo de cada uno de los mundos? (3-5 min)

   b) ¿Conocían la estrategia de desarrollo sostenible PROSPERAR? (3 min)  
      [Conocimiento]

**PREGUNTAS ABIERTAS (10-14 MIN)**

2. ¿Han tenido ustedes algún entrenamiento específico sobre el desarrollo sostenible y temas relacionados o ha recibido información al respecto? (independientemente de si esta información está o no relacionada con los mundos de la estrategia PROSPERAR) (5-7 min) [Conocimiento]

3. ¿Cuál es su opinión sobre las metas, objetivos e indicadores de la estrategia de desarrollo sostenible PROSPERAR? (5-7 min) [Desempeño] (¿Cómo influye/afecta en su trabajo (lo hace más fácil, más difícil, o no cambia la afecta en absoluto?)

**ACTIVIDAD MATRIZ: DEFINIENDO LA RELEVANCIA DE CADA MUNDO (8-12 MIN)**

Ahora nos gustaría que tomaran la hoja de papel que tienen en sus lugares en la cual van a indicar,

4. ¿Cuál(es) de los cinco mundos de la estrategia de desarrollo sostenible PROSPERAR cree que sea(n) más relevante(s)?:

   a) a nivel personal  
   b) en su área de trabajo  
   c) para Bavaria como empresa (5-7 min) [Alineación]
¿Hay algún voluntario al que le gustaría compartir con el resto del grupo cómo relacionan los mundos de PROSPERAR con los diferentes ámbitos? (3-5 min)

PREGUNTAS ABIERTAS (40-56 MIN)

Ahora nos gustaría preguntarles a todos, en su trabajo cotidiano,

5. En su trabajo diario, ¿cómo contribuyen ustedes con la estrategia de desarrollo sostenible PROSPERAR? (5-7 min) [Alineación]

6. ¿Cómo contribuyen con aquellos elementos (objetivos, asuntos, mundos) de la estrategia de desarrollo sostenible PROSPERAR que son más lejanos para ustedes y su trabajo? (5-7 min) [Alineación]

7. ¿Cómo contribuye la estrategia de desarrollo sostenible PROSPERAR en su crecimiento (desarrollo, futuro, progreso) laboral o profesional? (5-7 min) [Desarrollo profesional]

8. En su trabajo, ¿qué lo motiva o incentiva para contribuir al logro de la estrategia de desarrollo sostenible PROSPERAR y sus objetivos? (5-7 min) [Desarrollo profesional]

9. ¿Qué canales de comunicación interna hay para dar sus opiniones sobre la estrategia de sostenibilidad? ¿Cuál es su opinión sobre los espacios que existen para discutir, cuestionar y obtener más información sobre PROSPERAR? (5-7 min) [Confianza] NOTA: Si no se menciona el informe de sostenibilidad, pregunta directamente:

¿El Informe de Sostenibilidad es una herramienta que conocen y usan los colaboradores para profundizar en la estrategia de sostenibilidad de Bavaria?

10. ¿Qué opina sobre los mensajes que comunica la empresa en torno a sostenibilidad? (informe de sostenibilidad, boletines de avance, comunicados de prensa, reportes a comunidades aledañas, entre otros) ¿Dichos comunicados reflejan la realidad de la empresa? ¿Operaciones, comportamiento compañeros, políticas, etc.)? (5-7 min) [Alineación]

11. ¿Qué cosas voluntarias hace para contribuir con la sostenibilidad? ¿Por qué? (ya sea en el ámbito empresarial, o de su comunidad, de su ciudad o en su entorno familiar) (Buscar ver si PROSPERAR es un motivador para esta acción voluntaria) (5-7 min) [Esfuerzo extra]

12. ¿Cree que la estrategia de sostenibilidad de Bavaria es un factor determinante para que los colaboradores y otros grupos de interés recomienden la empresa como un buen lugar para trabajar? (5-7 min) [Recomendación/Orgullo]

13. ¿Cuáles creen que serían las consecuencias si Bavaria decide suspender su estrategia de desarrollo sostenible? ¿Cómo reaccionarían los colaboradores de Bavaria? (5-7 min) [Compromiso]
Appendix 4: Employee Alignment with Prosper “Worlds” Worksheet Activity from Focus Groups

 Qué tan relevante es cada mundo...

Seleccione área: Distribución | Ventas | Abastecimiento | Mercadeo | Otro: __________

|-------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|

<table>
<thead>
<tr>
<th>Próspero</th>
<th>Resiente</th>
<th>Sociable</th>
<th>Productivo</th>
<th>Limpio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reducir pobreza</td>
<td>Ahorrar agua</td>
<td>Consumo responsable</td>
<td>Agricultura sostenible</td>
<td>Reducir emisiones CO2 y desperdicios</td>
</tr>
</tbody>
</table>

A nivel personal

Para su área

Para Bavaria S.A.

Planta: __________
Appendix 5: Word Cloud of Bavaria Employee Word Bank Activity Results (aggregated from all offices and plants)
Appendix 5: Example of Value Chain Mapping

Appendix 6: Examples of recommended actions voiced by employees supporting the action plan

<table>
<thead>
<tr>
<th>Category</th>
<th>Example of employee suggested actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Refocus</td>
<td>The need to create a compelling case for sustainability was voiced at both the operational and tactical levels. An employee from IMPRESUR mentioned: “To do an event focused on [PROSPER], hopefully during a time of crisis, give a detailed</td>
</tr>
</tbody>
</table>
Inform of what is currently happening, and what is important to Bavaria, and start from there, [...] start with a different context" ("Hacer un evento enfocado a [PROSPERAR] ojalá que en una crisis, dar un informe completo de lo que está sucediendo en la actualidad, de lo que es muy importante para Bavaria y empezar con eso, bueno, [...] entrar con otro contexto").

**Strategize**

Similarly, several employees, mainly at the tactical level, were concerned about the importance and relevance of sustainability and PROSPER to the company. As one of them mentioned, "From the organizational strategy point of view, if [PROSPER] is a priority, then it should be one of the pillars [of the organizational strategy] ("También desde el punto de vista de estrategia organizacional, si [PROSPER] es una prioridad, pues entonces debería estar como uno de los pilares").

As for including sustainability goals in performance reviews, an example of support to this idea can be seen in the following quote: "What is not measured, is not controlled, and if it is not controlled, there is no development" ("Lo que no se mide, no se controla, y si no se controla, no hay desarrollo,")

**Recruit**

Support to the recommendation of having a sustainability team and recognizing employees who demonstrate sustainability behaviors already and making them an integral component of the process of embedding sustainability was voiced by employees when they mentioned the importance of having a person or team accountable for the process, who receives ideas, questions, and validates that what is being done actually contributes to PROSPER and in which ways.

**Communicate**

Language needs to be clear: Throughout plants language was cited as "abstract" and "heavy", thus losing its applicability. Several employees voiced suggestions to make language and communications related to PROSPER more clear and relatable.

Highlighting of small successes and good work recognizing was suggested by employees as a way to increase motivation and reinforce the importance of sustainability for the company. They made emphasis that motivation for sustainability does not necessarily need to be monetary, but a symbolic way to recognize the efforts and behaviors made in pro of sustainability.

**Engage**

Support for the recommendation of mapping value the value chain was supported by the employees multiple times, one of them was voiced as follows: "Being able to see how are we contributing for something bigger may have a greater impact in all areas" ("Ver cómo estamos contribuyendo para algo muhco más grande de pronto tendría un mayor impacto en todas las áreas")

**Train**

When asked about their motivation to fulfill Prosper, participants most frequently mentioned providing a better world for their children, protecting natural resources for the future and Bavaria’s reputation. The last affirmation supports the idea of relating sustainability training not only with work performance, but also at a personal level.

During focus groups in the Valle and Barranquilla plants employees asked for interactive trainings ("capacitaciones lúdicas"). This supports the recommendation of having discussions on this topic as collaborative as possible.
Appendix 7: Example of the ‘compliment sandwich approach’ to build a compelling case for sustainability at Bavaria

| Example of the ‘compliment sandwich approach’ to build a compelling case for sustainability at Bavaria |
| + | **Sustainability pays, it does not cost (cost effectiveness)**<br>Sustainability complies (and goes beyond) with government regulations, give us the right to operate.<br>Sustainability increases the company’s reputation. |
| - | With the introduction of direct competitors to the market (Heineken and BBC), there is a potential of losing competitive edge to them.<br>Bavaria has experienced directly the effects of resource depletion in Bavaria: Closing of the Techo plant due to water prices and scarcity, and Tocancipá production halted due to water contamination.<br>Colombian citizens are experiencing the effects of climate change and misuse of resources with the drought at the Guajira department.<br>Bavaria employees have observed poverty stricken communities at the Barranquilla plant<br>The effects of climate change and resource depletion are being experienced around the globe. |
| + | Consumer preferences are changing worldwide towards sustainable products and companies with sustainable practices, thus PROSPER will give Bavaria a competitive advantage in the near future.<br>Sustainability helps secure the future not only for the company, but for the communities in which Bavaria has influence, strengthening local communities and customers. More important, it is part of the company values.<br>Achieving sustainability goals (PROSPER) is possible when working together and in teams. |