

Brewing a Sustainable Future

Reflections & Further Considerations



Written by Ruth Lorensen

January 29 2024

New Belgium Brewery

Two Key Sustainability Initiatives

**The Net Zero 2040
Initiative**

**The Sustainable Alcohol
Consumption Initiative**

I focussed on key areas that will add to New Belgium's sustainability success.

(everything else was already really great!)

1

Drivers and barriers inform organizational change. Implementing sustainability initiatives requires consideration of internal and external factors.

2

Company culture is the backbone of sustainability success. A key driver of change is leadership, the team and day-to-day operations.

3

Advocating for nature as a stakeholder is essential to driving sustainability efforts forward. We need advocacy, education, and intentionality to give nature a voice.

4

Keystone leaders build unity, provide guidance, and cultivate a productive environment that profoundly impacts their industry worldwide.

1

**Let's start with
Drivers & Barriers**

1 Drivers & Barriers are internal and external . . .

Internal drivers are often to do with its values, culture, or strategic objectives that motivate and propel it forward.

Internal barriers are often to do with resistance to change or resource constraints

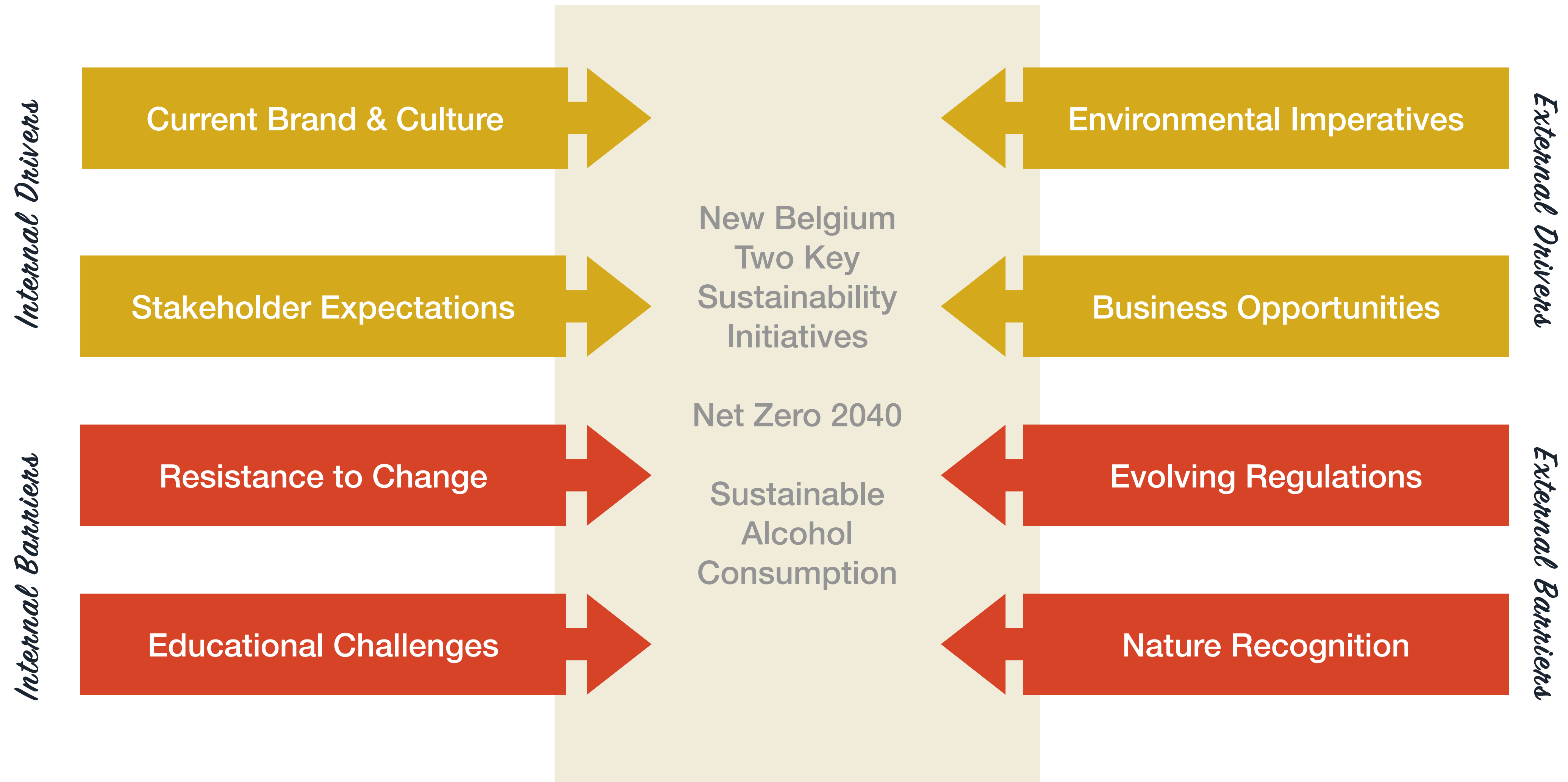


External drivers result from influential broader socioeconomic, regulatory, or environmental factors.

External barriers are challenges that come from outside the organization, such as market dynamics, regulatory changes, or economic conditions

Let's take a look at what this means for New Belgium ...

Force Field Analysis



1

I discovered some important internal drivers and barriers.



Current Brand and Culture

inform organizational change. Implementing sustainability initiatives requires consideration of internal and external factors.

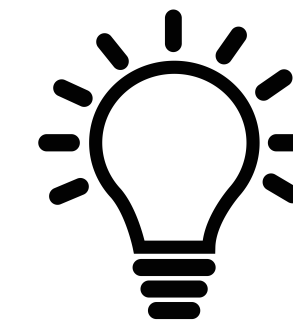


Stakeholder Expectations

giving priority to consumer and investor satisfaction, as well as considering nature, in order to ensure the happiness of all parties involved.



Resistance to Change crucial to address to promote a sense of ownership and foster collaboration among employees to facilitate advancement.



Educational Challenges

educational efforts, including the use of effective communication tactics and advocacy campaigns within.

1

I also identified some key external drivers and barriers.



Environmental Imperatives

motivated by environmental concerns and is compelled by the worldwide effort towards sustainability, as demonstrated by agreements such as the Paris Agreement (UNFCCC, 2023).



Business Opportunities

potential market growth, access to funding opportunities, building brand loyalty, and meeting the increasing consumer demand for sustainable practices.



Evolving Regulations

uncertainty in market dynamics, where consumer preferences and trends have the potential to shift.



Nature Recognition

persuading industry influencers and supply chain entities to recognize nature as a stakeholder poses an extra external barrier.

2

**Let's talk about
Company Culture**

2 Company Culture is a force for good . . .

(I found three important areas to look at)

Embedding Sustainability into the company's culture requires integrating it at every level, from top management to daily practices, forming a solid foundation for long-term sustainability.

Modeling Sustainable Leadership embraces a leadership model that is ethical, mindful and servant hearted.

Empowering Human Capital serves as the bedrock for successful change implementation as it creates a supportive environment that fosters collaboration, innovation, and a collective commitment to the shared objectives of the organization.

"Culture devours strategy for breakfast, operational excellence for lunch, and everything else for dinner" Peter Drucker

3

Strategies to build a strong team culture and harness the power of team.

Establish a Unified Vision Clearly communicate the vision for change and how it aligns with the organization's overall objectives.

Encourage Inclusive Communication Foster an environment of open and transparent communication. Keep the team well-informed about the reasons behind the change, its benefits, and the expected outcomes.

Promote Employee Ownership and Collaboration Encourage active participation and collaboration among team members, allowing them to take ownership of their work and contribute their unique perspectives.

Cultivate Inclusive Decision-Making Involve team members in the decision-making processes related to the change. This empowers them to share their viewpoints, fostering a sense of ownership and commitment to the new direction.

Training and Development Provision Offer training sessions and provide resources to equip team members with the necessary skills and knowledge for the upcoming changes.

Recognition and Rewards Recognize and celebrate achievements and milestones achieved during the change process.

Feedback Mechanisms Establish regular feedback mechanisms to gather insights on how the team is adapting to the change.

3

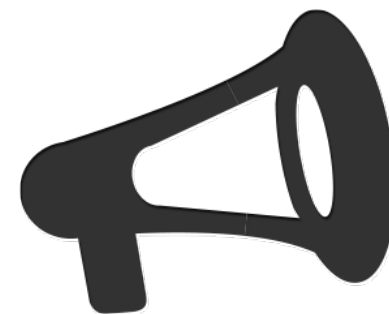
A essential note on Nature As Stakeholder

③ Advocating for Nature as a Stakeholder **three ways . . .**

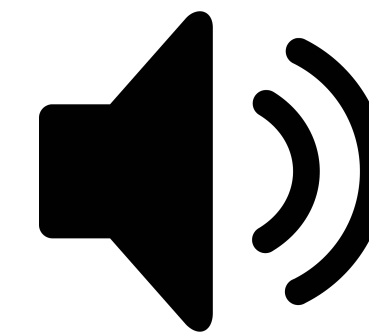


Transparent and Impactful Reporting

To effectively communicate the company's commitment to the environment, it is essential to prioritize transparent and impactful reporting on key environmental metrics such as resource usage, emissions, and conservation efforts.



Education and Advocacy Promoting the education and advocacy of nature as a stakeholder is vital for the success of New Belgium's sustainability initiatives. It involves raising awareness both internally and externally about the importance of nature and cultivating a sense of environmental responsibility among employees, customers, and the community.



Expert Voices in Decision-Making Spaces

New Belgium should prioritize the inclusion and empowerment of individuals who are knowledgeable in advocating for nature. This approach will provide the company with valuable perspectives and contribute to the creation of sustainable initiatives.

4

The importance of Becoming Keystone Leaders

4 Keystone Leaders

Organizations whose leadership profoundly impacts their global industry and other sectors of society.

The term "*keystone leader*" is used figuratively, drawing a comparison to the role of a keystone in architecture or biomimicry in the animal kingdom.

Predators, Ecosystem Engineers and Mutualists

Predators

New Belgium aspires to be a keystone leader in sustainability, akin to predator keystone species, by consistently innovating, rejecting outdated systems, engaging competitors, promoting best practices, and collaborating, establishing itself as an industry frontrunner in environmental responsibility.

Ecosystem Engineers

New Belgium, as a keystone leader in sustainability analogous to ecosystem engineer keystone species, leaves a positive impact by initiating solutions that extend beyond their industry, influencing other companies, governments, and society..

Mutualists

Implementing a mutualist approach, New Belgium Brewery aims to cultivate symbiotic relationships with sustainability stakeholders, fostering collaboration, diversity, and inclusivity to achieve lasting stability and positive impacts on sustainability.