

Functional Integration Brief

Effective cross-disciplinary communication is essential to any initiative's success. Choose one functional perspective (Accounting, Finance, OB, IS/IT, Marketing, or Operations) and summarize research identifying the Drivers, Enablers, and Performance Metrics that professionals in these functional areas will need to be aware of as they engage in sustainability initiatives.

This application is a resource for the functions of Accounting, Finance, IS/IT, OB, Marketing, or Operations. Outcomes: prepare a Functional Integration Brief that describes how sustainability is integrated within your business function. Provide examples of where this is already happening. Specifically, write a management brief enunciating:

- A brief two-page summary of how sustainability is impacting a given function
- The brief needs to have an appendix with a summary table describing the following sustainability: Drivers, Enablers, and Performance Measurement for your function

Drivers highlight “why” the organization is moving toward integrating sustainability. These are the factors or influences that push or motivate a particular outcome or process. They can be internal (e.g., new technology) or external (e.g., market trends). For example, a driver for digital transformation might be the need to improve customer service.

Enablers allow organizations to understand “how” change will take place with support from teams, systems, and new performance metrics. Enablers are the resources, processes, or tools that make it possible to achieve a goal or implement a change. They help make the drivers effective. An enabler for digital transformation might be new software or technology.

Performance metrics within an organization are the ability of management to utilize resources and activities aligned with strategy, vision, and ESG performance for change management, value creation, and new forms of innovative systems. These are the specific measures used to track and evaluate progress towards a goal. They can be qualitative (e.g., customer satisfaction) or quantitative (e.g., revenue growth).

Drivers and Enablers are factors that influence or facilitate progress, while Performance Metrics are measurable indicators of that progress. Collectively, these terms describe elements of a strategic or performance framework.

Application evaluation is based on:

+ Superior	✓ Good (minus 3)	– Needs Work (minus 5)	0 Missing (minus >5)
___	Summary of insight into “why” and “how” sustainability integrates into the function		
___	Extent to which you identify Drivers, Enablers, Obstacles, and Performance Measurement		
___	Clarity of the Integration Brief and quality of writing		
___	Resources and research with which you approach the assignment		

Outline of the Application Brief and Appendix:

Introduction – Sustainability and (Function):

Why & How will Integration Take Place:

- Identify the Drives and Enablers

Integration Will Enable What to Happen:

- Will it change processes, or communicate with other functions differently...?

Obstacles to Integration:

Sustainability and Performance Measurement:

- How will it be measured, and where can integrating sustainability create value w/in frameworks such as the [Deloitte Value Map](#)

Good briefs demonstrate understanding of why and how integration is taking place, apply business and sustainability models and frameworks, use good appendices and visuals, go well beyond the example appendix table below, support claims with #s, %, \$, think about what will have impact and why.

Example Appendix: Summary of Key Drivers, Enablers, and Performance

Drivers of Sustainability	Enablers	Performance Measurement
External Drivers:	Green Teams	GHG Emissions/Reductions
Regulations	Goal Setting and KPIs	Global Reporting Initiative (GRI)
Competitors	Measurement	Shadow Pricing
Supply Chains	IS/IT	Emissions reduction
Internal Drivers:	Stakeholder Engagement	Social Costs of Carbon Dioxide
Leadership	Carbon Disclosure Project	Rankings
Corporate Values	New Environmental Data	
Environmental Impact		

Utilize your research to build upon existing drivers, enablers, and measures, incorporating new insights into a summary table of your business function.

