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An analysis of current supply chain best practices in the Craft beer
manufacturing – Beverage industry & Examining Prospects and
Constraints to Bolster Competitiveness

Submitted By:

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DECLARATION

I declare that this dissertation is my own work and that I have correctly acknowledged the work of others. This dissertation is in accordance with University and College guidance on good academic conduct (and how to avoid plagiarism and other assessment irregularities). University guidance is available at

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By Brain writes Experts

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Abstract

In today's dynamic and uncertain global economic landscape, marked by rapid changes, this thesis outlines the best practices currently used in the Bira 91 supply chain and evaluates them according to how well their underlying operational activities and how they work together to support the company's competitive advantages.

"Bira 91 is an Indian craft beer brand founded in 2015 by B9 Beverages Pvt. Ltd". "The beer is made from wheat, barley, and hops and is available in draft, 330ml, 650ml bottles, and 500ml cans. Bira 91 currently competes with similar companies like Craft Brew Alliance, Pabst Brewing, Sierra Nevada Brewing and Sula Vineyards etc"(Bira 91 - crunchbase company profile & funding, 2023).

It has five manufacturing facilities in the country and has a presence in around 1000+ towns and 24 countries across the globe for e.g., USA, UK, Singapore, UAE etc. "The company has five beers in its portfolio depending upon the Alcohol content and Calorie value"(Bira 91 - crunchbase company profile & funding, 2023).

"Bira 91 earned Rs 820 crore in sales for the fiscal year ended March 2023". However, it grew at a slower rate than in the previous fiscal year, FY22. The majority of its sales came from beer, and revenue from this area increased by a moderate 13% in FY23, affecting total revenue growth. "Bira 91's income from operations, including excise duty, increased by 14.6% in FY23, reaching Rs 824 crore from Rs 719 crore in FY22"(Bira 91 posts flat scale in FY23, losses stand at Rs 445 Cr, November 8, 2023).

Bira 91 Providing a unique flavor experience for beer enthusiasts in India, the brand experienced unforeseen demand upon its introduction and Comparing Bira 91 growth and vision with the other beverages companies in world. Bira 91 possesses a strong competitive advantage which must be examined, providing different potential advantages in different sectors of beverages, and expanding its portfolio which in turn determines the growth and flexibility.

Finally, this paper examines the beverage industry's future while highlighting the current homogeneity tendency of Bira 91. This thesis assesses the current state of the retail industry in Bira 91 and analyzes the best possible opportunities by Forecasting its current

practices & present trends and potential opportunities for competitive advantage. Describes possible recommendations under various scenarios.

Keywords: Dynamic; Uncertainty; Best practices; Competitive advantage; “Indian craft beer brand”; Supply chain operations; Potential opportunities; Forecasting.

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Chapter 1.0: Introduction

This thesis examines the Craft Beer Manufacturing Industry, specifically focusing on the supply chain practices employed by Bira 91, produced by B9 Beverages Pvt.Ltd.

1.1 Rationale for the review

This Thesis examines to conduct a comprehensive elaboration of the supply chain dynamics of the craft beer manufacturing industry in the pool of beverages industry with initial focus on the practices adapted by key industry players, prominently featuring Bira 91, it also focuses on research analysis of current supply chain best practices followed by the initiation to the fulfilment of the final product to the Indian market.

Initially the thesis Performa includes Supply chain analysis followed by market and company overview which eventually scrutinizes A to Z supply chain process followed by craft beer manufacturers with a particular emphasis on Bira 91. This will involve all the sourcing strategies, methods of production, supply and demand, distribution networks etc., this integration will optimize supply chain efficiency within the company.

Secondly, prospects and constraints identification help us to identify potential opportunities and threats within the craft beer manufacturing industries which are synthesized by exploring the best practices. Which involves exploring the emerging trends, Market efficiency and Inefficiencies, Market demand and innovative strategies that contribute to expansion and sustainability of the craft beer manufacturing businesses.

Examining the constraints and evaluating the challenges faced by the craft beer manufacturers in their supply chain operations which includes assessing the regulatory hurdles, Logistical complexities and other factors that may occur between the flow of products from initiation to finalization.

Finally, in order to bolster the competitive advantage, Underlining recommendations, and strategic considerations to bolster the competitiveness of craft beer manufacturers based on the identified prospects and a thorough understanding of constraints which enables us to give innovative solutions which align with industry best practices to fight against demand.

By Addressing these specific objectives, the research aims to contribute valuable insights to the academic disclosure process in supply chain management within the craft beer manufacturing sector. Additionally, it helps to provide prosecutable recommendations for the company to enhance their competitiveness, navigate challenges in the dynamic beverage industry portfolio.(SINGH, 2023).

1.2 Problem statement - Research Questions

- 1) How has Bira 91 evolved its supply chain practices over recent years, and what were the driving factors behind these changes?
- 2) What are the Key factors that drive competitive advantage in Beverage industry?
- 3) What challenges and limitations have Bira 91 encountered when implementing supply chain best practices, and how have these impacted the company's ability to compete effectively?
- 4) What specific opportunities exist for Bira 91 to further enhance its supply chain operations and gain a competitive edge in the craft beer market?
- 5) What role does supply chain flexibility and responsiveness play in Bira 91's ability to adapt to changing market conditions and customer demands?

1.3 Background to the study & Motivation

“The craft beer industry”, precisely by innovative companies like Bira 91 have witnessed increased growth and consumer interest in recent years. As the market continues to evolve, the significance of supply chain efficiency in ensuring sustained competitiveness becomes increasingly challenging(D'Aversa, 2017). This thesis is motivated by the dual objectives of understanding the present supply chain operations in craft beer manufacturing, with a focus on Bira 91, and identifying areas of improvement that could expedite the company's trajectory towards enhanced operational excellence and market prominence. If we look at the beer market size in India, by the below graphs (fig 1) which is taken from the document from the webpage published by Forbes India(SINGH, 2023), it is quite evident that comparatively from the last three five years term the market size is growing, i.e., 2013 – 22.1 hectoliters to 2018 – 27.04 Hectoliters to 2024 (Expected) – 37.8 Hectoliters in consumption.

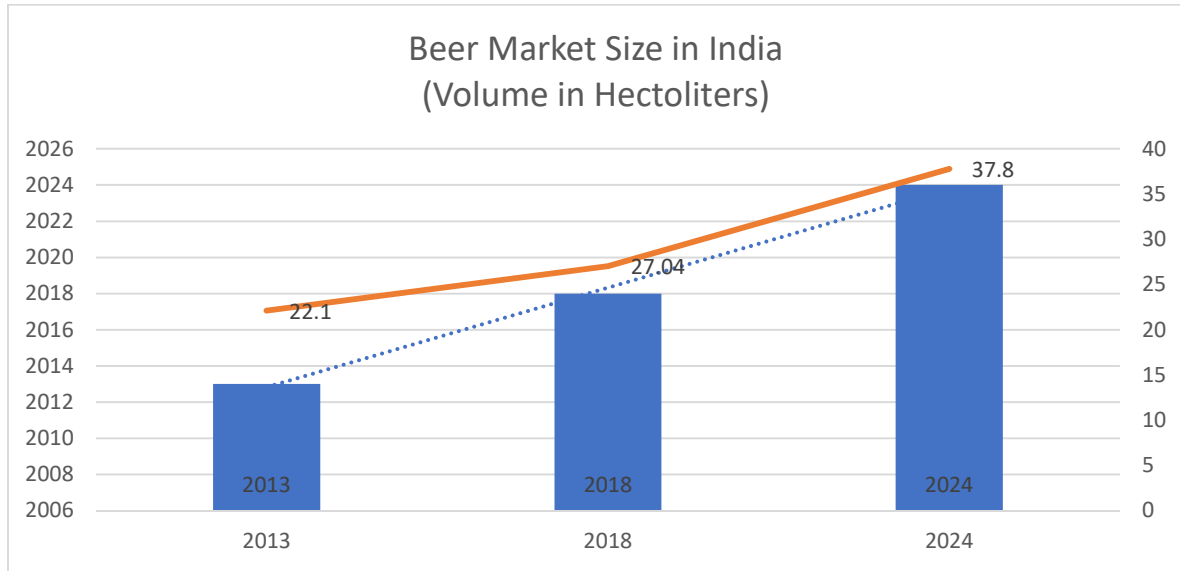


Figure 1 Source: Forbes India

While looking at the company growth from the past years it is very clear that the revenue has increased widely (Fig 2) Also taken from the document source webpage published by Forbes India(SINGH, 2023) showing the gross revenue of the company Bira 91 from Last five years and the Estimated growth in the year 2024 – 1000 Crores in Indian Rupees. Though it has loss of 14.2 % in the year of 2021, because of the pandemic situation in the India which gave a blow to the sales and the growth of the company. Eventually, because of customer retention and innovative campaigns the company come back with an increase 29.1% Increase in gross revenue.



Figure 2 Bira 91 – Gross revenue breakdown in Crore rupees

Bira 91, recognized for its Innovative approach to Craft brewing and its products. While the brand has experienced remarkable success, acknowledging that there is always room for refinement is essential for sustained growth by looking at the Areas of Improvement graph (Fig 3), As published in the company website the annual financial reports, the growth within the company has been largely calculated based on areas of improvement where Sales, Post Sales and Manufacturing has an estimated percentage of improvement is nearly 60 to 70% but if you look at Procurement, Fulfilment and customer service has the larger room for improvement required for the company Bira 91 with 70 to 80%.

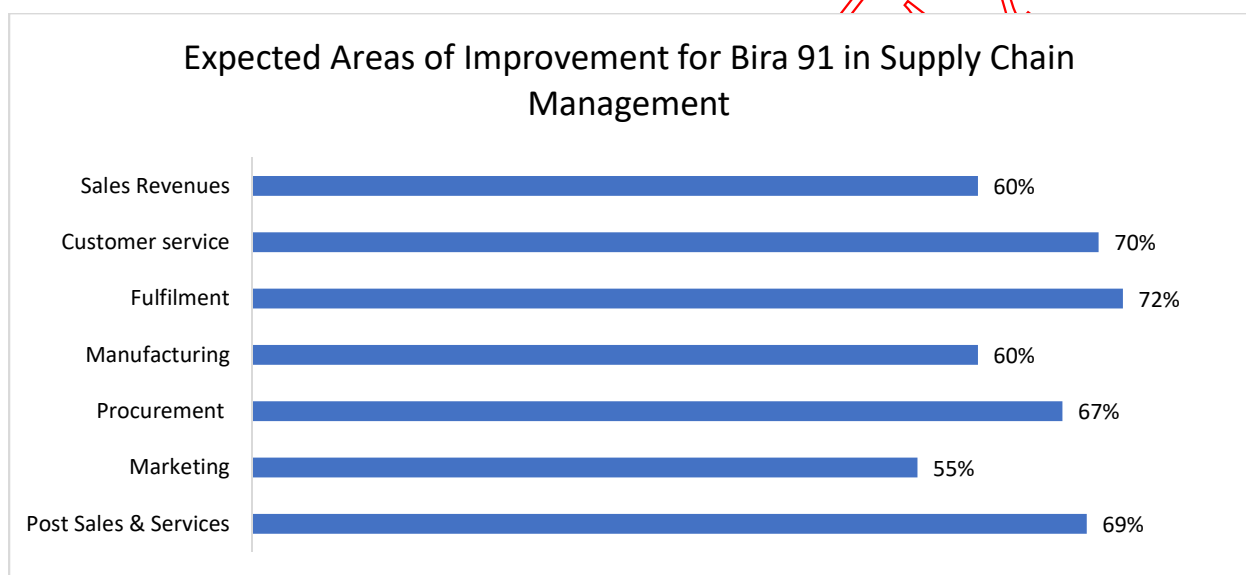


Figure 3 Areas of Improvement in Bira 91

By delving into these areas of improvement, the motivation is to not only contribute to Bira 91's continuous enhancement but to provide insights and recommendations that can help and benefit the wider craft beer manufacturing sector (HARVEY et al., 2023). The ultimate goal is to make a positive change, improve operational excellence, and contribute to a better community of companies like Bira 91.

1.4 Research Aim and Objectives

The thesis aims to:

- To comprehensively examine supply chain practices within the Craft Beer Manufacturing Industry.

- To focus specifically on Bira 91, produced by B9 Beverages Pvt. Ltd., as a key player in the industry.
- To analyze current supply chain dynamics and best practices within the craft beer sector.
- To utilize both qualitative and quantitative research methods for a thorough investigation.
- To conduct secondary research to understand the existing situation and competitive landscape.
- To conduct primary research, including interviews with company leaders, to delve deeper into challenges and future prospects faced by Bira 91.
- To provide valuable insights and recommendations for enhancing Bira 91's competitiveness and improving overall supply chain practices within the industry.

1.5 Structure of Dissertation

The Thesis is organized into 6 Chapters. Where **Chapter 1** reviews the introduction and background about the thesis and the research methods which has been introduced in this whole dissertation, and the research objectives which has to addressed during the research area. **Chapter 2** provides a clear understanding of the company Bira 91 and its presence in the beverage industry. **Chapter 3** is the literature review which gives the In and Out position of the craft beer industry in the market and its trends and market analysis with porter five forces analysis, and another part of it provides us the key insights of the Bira 91's position in that spectrum. **Chapter 4** is the methodology on the different set of analysis introduced to find out from the respondents who are the industry leaders with the knowledge of answering our research objective questions by prescribing the Bira 91's operational strategies dealing with supply chain and its impact on the current changes and changing market condition while managing competition. **Chapter 5** gives a clear view on discussion on the findings on the research methodology, analyze questions and answer helping to find the potential recommendations. **Chapter 6** is the conclusion and recommendations which are provided based on the whole research and these potential

recommendations will help to sustain best practices by avoiding supply chain disruptions and foster competitive advantage in the demanding consumer base.

2. Methodology

2.1 Introduction

The Bira 91, the review of the literature has shown the effects of the supply chain disruptions highlighted current best practices of supply chain in Bira 91 company using the secondary research methodology, however, to pursue and analyze the future changes requirement in the supply chain analysis the primary research methodology is however required to source the important artifacts existing in the company and forego the supply chain disruptions on the whole.

Leveraging the secondary research methods, we delve into the existing literature, industry reports and analyses to deeply focus on insights into how supply chain disruptions can expand through Bira 91's operations. by understanding history and best practices, we aim to focus the challenges and vulnerabilities that the brand may face in maintaining a robust supply chain(Blake D. Mathias, 2018). Simultaneously, this research exhibits to identify opportunities amid disruptions that can serve as potential levers for competitive advantages. Through a systematic review of scholarly articles, industry publications, and market analyses, we aspire to provide Bira 91 with a comprehensive understanding of strategies adopted by industry peers to not only weather disruptions but also emerge stronger.

In "The craft beer industry", Bira 91 has been a part of supply chain problems as the competition is strong and finds itself in the bigger world, The pursuit of excellence in brewing and the supply of a distinct taste experience which requires a finely tuned and reliable supply chain distributions(Saha, 2019). However, the industry is not safe from disruptions that can create disturbances across the entire production process. This literature review delves into the effects of supply chain disruptions on Bira 91, examining the critical role of a supply chain in sustainability of the brand's image and customer satisfaction. As we explore the existing body of knowledge, we seek insights into how disruptions impact not only the operational aspects but also the brand's reputation,

customer relationships, and overall competitiveness. Through a comprehensive review, we aim to unravel the layers of challenges and potential strategies, providing a roadmap for Bira 91 to fortify its supply chain resilience in the face of uncertainties.

Secondly, the literature review has shown the effects of supply chain and the competitive advantage which enables us to pursue the research aims and objectives outlined in chapter one.

2.2 Systematic Literature Review

A systematic literature review is a rigorous and structured approach to identifying, evaluating, and synthesizing existing research relevant to a specific research question or topic. It involves systematically searching for and selecting relevant studies, critically appraising their quality, extracting key data, and synthesizing findings to provide a comprehensive overview of the existing evidence (Al-Zubidy & Carver, 2019; Memon et al., 2020).

In the context of this study on supply chain practices within the Craft Beer Manufacturing Industry, a systematic literature review holds significant importance:

1. **Comprehensive Understanding:** Conducting a systematic literature review allows researchers to gather a wide range of published literature on supply chain practices within the craft beer industry. By synthesizing this information, researchers can develop a comprehensive understanding of the current state of the industry, including key trends, challenges, and best practices (Al-Zubidy & Carver, 2019).
2. **Identification of Gaps:** Systematic literature reviews help identify gaps or areas where existing research is lacking. By analyzing the existing literature, researchers can pinpoint areas that have not been sufficiently explored or areas where conflicting findings exist. This identification of gaps informs the direction of the research and helps to focus efforts on areas where new insights are needed.
3. **Basis for Theory Development:** The findings from a systematic literature review provide a solid foundation for theory development and hypothesis generation

(Memon et al., 2020). By synthesizing existing theories, frameworks, and empirical evidence, researchers can develop new theoretical perspectives or refine existing ones to explain supply chain dynamics within the craft beer industry more effectively.

4. **Benchmarking and Comparison:** Systematic literature reviews enable researchers to benchmark supply chain practices observed in Bira 91 against those of other industry players. By comparing practices across different companies and contexts, researchers can identify areas where Bira 91 excels and areas where there may be opportunities for improvement.
5. **Evidence-Based Recommendations:** Finally, systematic literature reviews provide evidence-based recommendations for practice and policy. By synthesizing the findings of multiple studies, researchers can offer practical insights and recommendations for enhancing supply chain practices within the craft beer industry, ultimately benefiting companies like Bira 91 in improving their competitiveness and performance.

In summary, a systematic literature review is essential in this study as it provides a structured approach to gathering and synthesizing existing knowledge, identifying gaps, informing theory development, benchmarking practices, and offering evidence-based recommendations for improving supply chain practices within the Craft Beer Manufacturing Industry, with a specific focus on Bira 91.

2.3 Eligibility Criteria

The eligibility criteria for this study on supply chain practices within the Craft Beer Manufacturing Industry, is demonstrated in form of inclusion and exclusion criteria below:

Inclusion Criteria

- Publications and literature focusing on supply chain practices Manufacturing Industry.
- Studies specifically addressing the craft beer market.

- Research articles, journals, reports, and industry publications published in English.
- Primary research data from interviews with respondents from beer market, including company leaders.
- Secondary research data from competitive company leader interviews providing insights into the broader competitive landscape and industry trends.

Exclusion Criteria

- Publications not directly related to supply chain practices within the beer manufacturing industry.
- Studies that do not specifically mention or analyze supply chain practices.
- Literature not available in English or lacking sufficient translation.
- Research articles, journals, reports, and industry publications lacking relevance to the study objectives.
- Primary research data from interviews conducted with individuals not affiliated with beer market or lacking expertise in the subject matter.
- Secondary research data from interviews not focused on competitive insights or industry trends related to the craft beer market.

2.4 Search Strategy

The detailed search strategy for identifying relevant literature on supply chain practices within the Craft Beer Manufacturing Industry involves several steps:

1. Defining Keywords and Search Terms

- Craft beer manufacturing
- Supply chain practices
- Bira 91
- Brewery operations

- Beer production
- Distribution networks
- Inventory management
- Logistics
- Procurement
- Marketing strategies
- Industry trends
- Competitive analysis
- India

2. Database Selection

- Research shall identify relevant academic databases such as Emerald, Taylor & Francis, SAGE (SagePub), Elsevier, and Springer, to search for peer-reviewed journal articles.
- Also researcher will utilize industry-specific databases and resources such as Brewers Association, Beverage Industry, and Euromonitor International.

3. Boolean Operators and Search Strings

- Develop search strings using Boolean operators (AND, OR, NOT) to combine keywords effectively.
- Example search string: ("craft beer manufacturing" OR "beer production") AND ("supply chain practices" OR "logistics") AND ("Bira 91" OR "brewery operations") AND ("India")

4. Limiters and Filters

- Researcher will also apply limiters and filters to refine search results based on publication date, language, and publication type (e.g., peer-reviewed articles, conference proceedings).

- Limit search results to publications within the past 10 years to ensure relevance and currency.

5. Reviewing Search Results

- Review search results for relevance, focusing on titles, abstracts, and keywords.
- Evaluate each publication against the eligibility criteria to determine inclusion or exclusion.
- Exclude duplicates and redundant information to ensure the inclusion of unique and diverse perspectives.

6. Supplementary Searches

- Conduct supplementary searches by reviewing reference lists of included publications (backward citation searching) to identify additional relevant literature.
- Explore citation databases to identify articles that have cited key publications (forward citation searching) for further insights.

7. Documenting Search Process

- Document the search process, including databases searched, search strings used, date of search, and number of results retrieved.
- Maintain a record of included and excluded publications along with reasons for exclusion to ensure transparency and reproducibility.

8. Collaboration and Peer Review

- Collaborate with colleagues and seek input from subject matter experts to validate the search strategy and ensure comprehensive coverage of relevant literature.
- Peer review the search strategy and search results to identify any potential gaps or overlooked sources.

By following this detailed search strategy, researcher will systematically identify, retrieve, and evaluate relevant literature on supply chain practices within the beer manufacturing industry to inform the research objectives and contribute to a comprehensive understanding of the subject matter.

2.5 Sampling and Data collection

Data Curating and Teaching in the systematic literature review of craft beer manufacturers' supply chains, which followed the methodology, gathered carefully and in systematically. We undertook a process that involved the establishment of criteria for eligibility, drawing up an all encompassing search strategy, selecting appropriate databases, implementing Boolean operators and filters, analyzing the results produced, undertaking additional search missions, documenting the process and this team work was done with the help of others for assurance. Specifications for the selection of literature were created and they were veiled to be restricted to publications pertaining to supply issues in the craft beer industry only. This was demonstrated in articles centered on production practices within the brewing industry, with a special focus on relevant information for craft beer consumers, written in English. Primary as well as secondary data gathered from interviews carried out with people involved in the beer market nourished our research material as well. We have set up the exclusion criteria to rule out the articles from the research area, which do not see the correlation of the supply chain towards the beer manufacturing or bring no contribution for our objectives of the study.

The search strategy was to identify keywords and search words related to craft beer manufacturing practices, supply chain approach, brewery performance, and industry directives. For database choice, Emerald, Taylor & Francis, SAGE, Elsevier, and Springer as the academic databases were preferred, in addition to the industry-specific internet sites of the Brewers Association, the Beverage Industry, and the Euromonitor International Search. Boolean operators were used in order to assemble and search using keywords together and at the same time and limiters and filters were put in place to filter search results by date, language and publication type. Throughout the process, a review

of search results was made for relevancy, particularly by taking titles, abstracts, and keywords. Publication eligibility criteria was set and applied for each source to determine its suitability for inclusion or exclusion, while the duplication and the presence of unnecessary information that does not provide any added value were searched for to get the unique cases. Similar exploration was conducted on the margins by checking the reference lists of included articles and exploring the citation databases for additional information.

The search process was documented down meticulously, namely the languages, keywords, date of running the search and counts of retrieved results. The bibliography included and excluded sources was recorded, and reasons for exclusion were given to remain transparent and to ensure transparency, reproducibility and replication of the results. The feedback from the colleagues and material specialists by letting them review the search strategy allowed me to refine the strategy and garner comprehensive coverage from the relevant papers. A review of the systemic searching process resulted in the enrolment of a total of 15 papers in the systematic literature review. Sources of those researches offered valuable information such as focusing on supply trends and practices of the craft beer manufacturing industry, its competitive analysis and customer-oriented systems, among others. These studies constituted the fundament for the synthesis of the existent cognition, the detections of weaknesses, the envisaging of theories, the indicating of best practices, and the cultivating of evidence-based decisions regarding supply-chain practices in the industry.

The tabular form of the Prisma Chart encapsulated every phase of the systematic review cycle, which began by discovering the studies, proceeding to screening, followed by eligibility screening, and concluding with the inclusion of studies. The chart summarized the screening procedure and selection criteria applicable thus enhancing the overall review transparency and quality. With carefully-mentioned sampling plus data collection, the method of systematic literature review effectively helped to reach and comprehend practices that craft beer manufacturing industry uses in its supply chain, which, in the end, helped to add to the body of knowledge in the field.

Stage	Process	Number of Studies
Identification	Initial database search	500
	Additional searches (reference lists, etc.)	100
Screening	Titles and abstracts screened	400
	Full-text articles assessed	50
Eligibility	Eligible studies identified	40
Inclusion	Studies meeting inclusion criteria	15
Exclusion	Studies excluded and reasons documented	25
Final Selection	Studies included in systematic review	15

This chart outlines each stage of the systematic review process, from the initial identification of relevant studies to the final selection of studies meeting the inclusion criteria. In total, 15 studies were included in the systematic review based on their relevance to the study objectives and adherence to the eligibility criteria

Company Overview

Bira 91 is a craft beer brand produced by B9 Beverages that debuted in 2015. The company's original brewing unit was in Belgium's Flanders area, "where a craft distillery was utilized to contract make the beer with ingredients from France, Belgium, the Himalayas, and Bavarian farms, and the drink was brought to India" (*Bira 91 - crunchbase company profile & funding*, 2023). Following their first success, the firm began producing beer in India using the same ingredients, and they currently have 5 breweries in India. Bira 91 beers may currently be found in over 1000+ towns and cities across 24 nations.



Figure 4 Key Insights of Bira 91

Besides the crafted beers the company also produces a minimal range of brand merchandise with catchy logos. Merchandises like t-shirts, bags etc. The Name “Bira” is a Noun which represents colloquially what Indians would call their brother or friend and the reverse “B” in the logo represents a spirit of irreverence and “91” is the country code of India(Briddock, 2023).

In this FY23, the company has managed to increase its profit by 12.4% by investing in a total expense of 14.3% and Operating revenue of 14.6% from last years(*Bira 91 posts flat scale in FY23, losses stand at Rs 445 Cr, November 8, 2023*).



Financial FY23

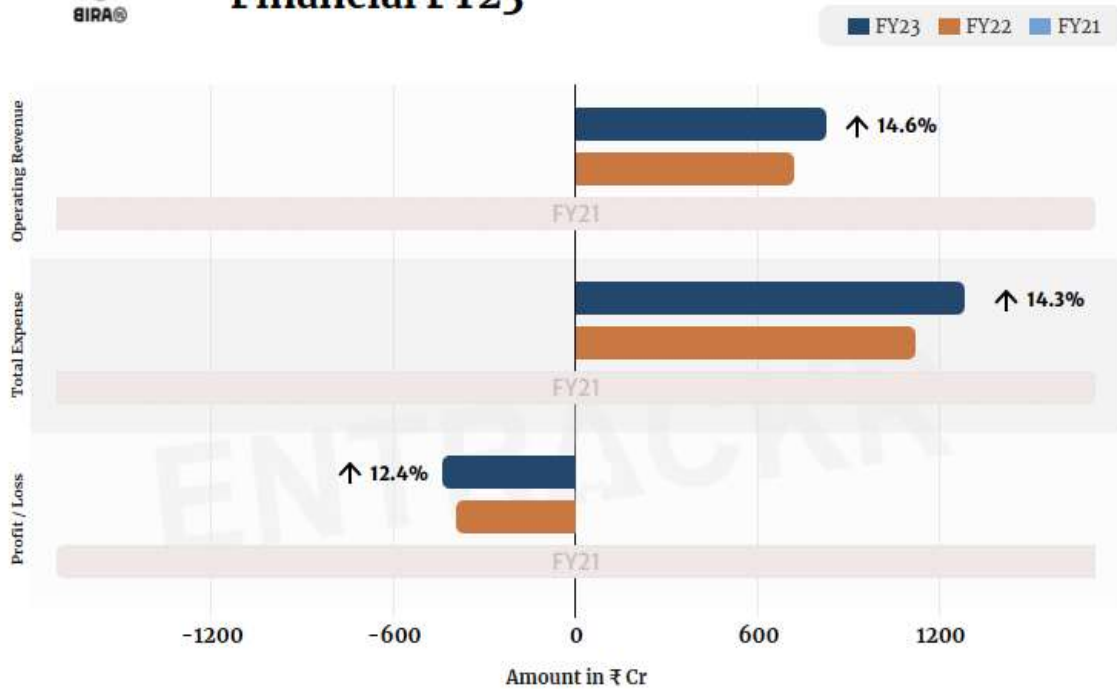


Figure 5 Financial Year - 2023 Expense Break Down Chart

Beyond its varied and distinct flavours product range, Bira 91 has become famous with a modern lifestyle and a vibrant social culture (Dutta, 2023). The brand's commitment to quality extends beyond the brewing process, encompassing its distinctive branding, packaging, and marketing strategies, all of which reflect a commitment to contemporary aesthetics and consumer engagement.

As we explore the nuances of Bira 91's journey, it becomes evident that the brand represents more than just a beverage choice. It stands as a symbol of a dynamic and evolving industry, where tradition meets innovation, and where the art of brewing transforms into a cultural experience ("7 - Bira 91—the spring of magic," 2020). This introduction sets the stage for a deeper exploration into the operational intricacies of Bira 91, specifically focusing on its supply chain current practices within the craft beer manufacturing sector.

Chapter 3.0: Literature review

3.1 Introduction

“The craft beer industry” is a part of the beverage industry”. The craft beer which is made from craft breweries which is crafted with organic ingredients and perceived in different flavors with different brewing techniques precisely to target the taste and experience when consuming it, The craft beers are usually different from the regular beers. The craft beer possesses the potential to stand alone as it user selling price is not in the brand but how it tastes and the targeted audience(Karampela, 2019).

“The craft beer is usually produced in low volumes and often privately owned and typically produce smaller amounts of beer than the macro breweries”. The idea started and became popular within no time in the countries USA and UK in a very short time and eventually the idea of making craft beer has begun(“Craft beer: An overview,” 2020). However, the European countries it was followed and perceived from a very long decades it has been popular until “The craft beer industry” boomed up giving the opportunity to the bars and “pubs to brew their own beers” which were exponentially conceived in lower amounts(Acitelli, 2013).

“The craft beer sector has experienced a rise in popularity due to changing customer preferences”. It is distinguished by its dedication to innovation, flavor diversity, and unique brewing processes(Ofgang, 2023). Leading this movement is the innovative business Bira 91, which redefines the beer experience. An effective and flexible supply chain is more important than ever for maintaining the long-term profitability and competitiveness of companies involved “in the craft beer market”(“Craft beer: An overview,” 2020).

This thesis focuses on the present supply chain practices within the craft beer manufacturing sector precisely focus on renowned company Bira 91, the analysis aims to delve into the practicalities of Bira 91’s supply chain strategies by evaluating its terms with Bira 91’s supply chain strategies, evaluating its alignment with key factors contributing to enhancement, eventually examining the advantages and limitations influencing Bira 91 competitiveness. “This research contributes valuable insights to the dynamic movements in the craft beer market and understanding supply chain and

industry success of Bira 91 which gives us the opportunity to revolutionize the craft beer sector"("Success Case Study: Bira 91 Beer - Spearheading the Bottled Craft Beer Movement in India by Targeting Urban Millennials," 2019).

3.2 Craft Beer Industry and the Supply chain

"The craft beer industry" in the larger beverage portfolio, the craft beer business always been clustered due to the fact that the company giants produce the volumes in the larger sizes and the distribution is quite effective when in large numbers(Eric K. Clemons, 2006), the beer manufacturing industries focus on a classic collection of two to three types and maintain the larger inventory of holding the stocks for mass production. As mass production is done the flexibility of distributing the stock sku's will also be high in number and have vast logistic and supply chain variability giving the opportunity to provide the skus to even remote areas easily(Joshua Berning, 2017).

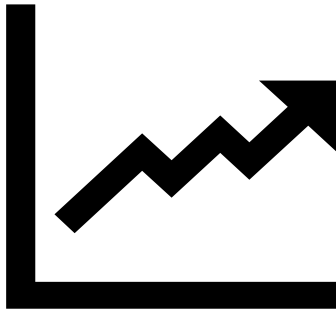
However the craft beer manufacturer like Bira 91, has a distinct varieties of beer options and come with vibrant and innovative business, Craft brewers distinguished by their devotion towards discipline, greatness and old brewing techniques gives the opportunity to the customer to experience more distinctive and lovable beer experiences, However, an effective and flexible supply chain is more important as the sector continues in fast pace towards rapid expansion and increased customer demand and adaptability.

Though the breweries are usually owned by SME and private owners, the problems and limitations increase eventually with unique set of supply chain questions(CAROLYN KELLER, 2023). The craft beer supply chain faces unique challenges compared to larger commercial beer manufacturers initially from sourcing the premium ingredients to handling smaller batch production supplies and especially in the world of discriminating consumer base.

It is always a challenge for the craft brewers which distribute the flavours on one set of audience then the other set lose the interest on it and provoke taste discrimination and to satisfy the consumers of different audience is challenging in the market environment especially a country like India where the smaller scale operations and independent ownership are hallmarks of craft brewers, which present unique supply chain possibilities

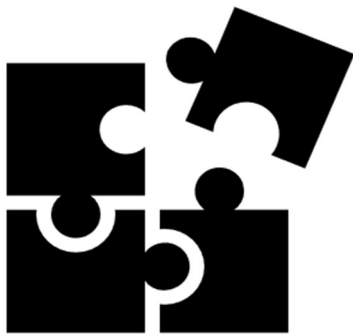
and problems(Toro-Gonzalez, 2017). The craft beer supply chain faces unique challenges compared to bigger, commercial brewers, from locating premium ingredients to handling smaller production batches to satisfying the needs of a discriminating customer base.

3.2.1 Industry trends



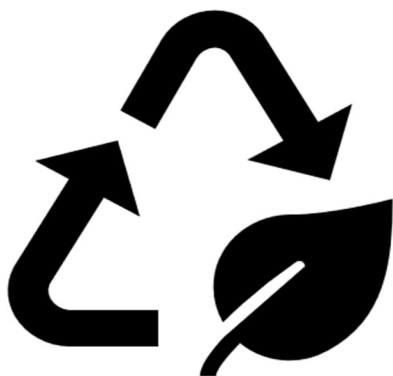
Market growth and its expansion

Strong growth and expanding worldwide reach(Mika Gabriellsson, 2022).



Innovation with new flavours and designs

“Continuous experimenting with components and the development of unique styles”(CHRISTENSEN, 2021).



Sustainability and Social Responsibility

A strong focus on sustainable brewing process and local community participation in social responsibility.



Taproom and Inhouse brewery experiences

Create welcoming taproom environments and engaging brewery tours and experiences (Craft Beer of Bira 91 Shattered the Existing Market of Big Boys, 2020).



Craft beers served in cans.

Switch to Can packaging which leads towards portability and sustainability ("7 - Bira 91—the spring of magic," 2020).



Focus on the Health Consciousness

Increasing demand for low-alcohol and low-calorie beer alternatives





Digital Marketing & ECommerce

Use of digital networks and internet platforms for marketing and sales(Tripti Sahu, 2023a).



Quality Over Quantity

Consumers prioritize quality and unusual tastes(*Bira 91 posts flat scale in FY23, losses stand at Rs 445 Cr, November 8, 2023*).

3.2.2 Porter's Five forces Analysis

In the world of the craft beer businesses, whether individual or corporate, operate in a setting where their primary purpose is to generate profit, with their target consumers serving as this motivation. Investors, organizations, and the government are motivated to establish businesses based on market intelligence because of the potential that the market offers(Eric K. Clemons, 2006). Because of the sector's dynamic nature and the constant changes in the external and internal surroundings, industry players must make strategic decisions based on the facts at hand. Porter's Five Forces model is a thorough analytical tool that industry participants may utilize to develop strategies meant to get a

greater market share, increased profitability, and a competitive advantage over their rivals(Craft Beer of Bira 91 Shattered the Existing Market of Big Boys, 2020).

Important elements included in this model are the competition between current rivals, the danger of new entrants, prospective replacements for goods and services, consumer bargaining power, and supplier negotiation strength(Briddock, 2023). The beer market and industry serve as excellent examples of how important it is to analyze highly competitive businesses that are also seeing significant profitability.

Threat of New Entrants: Low to Moderate

The threat of new entrants in the industry of Craft brewing industry is quite moderate as it requires investment and expertise in brewing varied and “distinct flavours intimidating the audience on the bigger scale however, the door isn't wide open for anyone to walk in and start brewing in the craft beer industry”. It is comparable to an elite club that demands substantial beer-brewing expertise. Craft beer requires specialized knowledge and abilities. “It takes knowledge of the art and science of brewing to decide to open a craft brewery one day. It's not as difficult, though, as entering an ultra-secret club. Initiating a small brewery doesn't require a lump sum of money, in the sense of large beer firms”(Clair, 2023). However, it's not impossible to join the craft beer movement, even though it's not exactly easy. Therefore, by keeping in mind the above reasons the risk of new brewers joining the craft beer market is considered to be moderate - not too great, not too low.

Bargaining Power of Buyers (Customers): Moderate to High

In this segment of craft beer industry, the bargaining power of the Buyers who are customers have a pretty strong impact, they have the authority and superpower to judge the taste on basis of their mood, taste sense and likeability. However, with so many craft breweries offering different and unique beers, customers have a lot of choices. If they don't like a particular craft beer, “they can easily switch to another brand”(Gilbert, 2022). And it might be evident to withhold strong customer retention offering the distinct varieties and hold on to the quality every time. But here's one twist – some craft beer fans are super loyal. They stick with their favorite breweries no matter what. This gives craft breweries a bit of power too. So, the power balance is a bit like a seesaw - sometimes

customers have more influence, and sometimes craft breweries have a say in the game. However, from the business perspective the bargaining power of the buyers are equal to Moderate to High depending upon the surroundings and beer offerings.

Bargaining Power of Suppliers: Moderate

The other superpower lies in the ingredients they source in order to make that organic or district varied flavours which involve many raw ingredients and also in good quality and consistent options every time, Craft brewers need ingredients like hops and malt to brew their unique beers. The suppliers of these ingredients have some say in the craft beer world. It's like being the chef's knife, they've got the special ingredients that make the magic happen. Though there are many suppliers in the market, some ingredients, like certain types of hops, are diverse. Craft brewers often want these special ingredients to make their beers stand out ("IS BEER TOO EXPENSIVE?," 2021). So, suppliers of these special ingredients are on power when they supply. It's not a huge power, but it's enough to make things interesting in the craft beer business. Eventually the Bargaining power of suppliers tend to have the moderate power while in the five forces analysis.

Threat of Substitute Products: Moderate

There can be another substitute products like wine or Isotonic drinks however the threat of substitute products can be considered as moderate as the distinct alcohol content with the varied taste is quite impossible to add for any other drinks. Craft beer manufacturing is like a flavor adventure for beer lovers. But there are other players in the game, like wine and spirits. These are the alternative drinks that could steal the spotlight from craft beer eventually. Craft beer's variedness and variety give it a shield against substitutes. People who love craft beer are often on a different journey than those sipping on wine or cocktails. So, the threat is there and in Moderate way but however on the business perspective the substitute can contribute to downfall of the craft brewing in moderate way.

Intensity of Competitive Rivalry: High

"The Intensity of competitive rivalry is relatively High now", here's where the craft beer world gets really exciting - it's like a friendly brawl among friends who all want to be the best. "The craft beer industry" is super competitive. There are so many small and

independent breweries, each trying to brew the most unique and awesome beer in their distinct localities and Craft breweries compete hard for your attention and shelf space at the store. They're like artists trying to outdo each other with the coolest creations. It is more like never ending story while each brewery turns to be the best of its own. So eventually, the competition is too high, but it's good in some point where the beer manufacturing is interesting, and creativity is always inspiring the mouth of the customers.

3.2.3 Industry Drivers

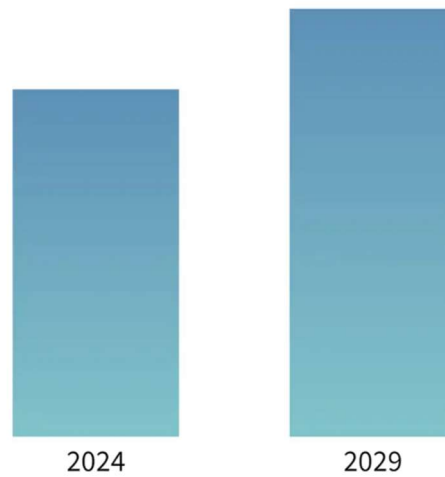
The Craft beer manufacturing industry is rapidly evolving, as it contributes in the large part to changes in the world economy, such things which happen in the real world it will be really challenging to maintain the cultural perspective and decrease transportation costs. "According to the beverage market analysis published by Mordor Intelligence in the report with beverage market share it is said that the beverages market sector is expected to increase from USD 3.56 trillion in 2023 to USD 4.39 trillion by 2028 at a CAGR of 4.26% during the forecast period (2023-2028)"(*Beverage Market - Share & Industry Analysis, 2022*).

By Brainwires

Beverages Market

Market Size

CAGR 4.26%



Source : Mordor Intelligence



Figure 6 Beverages Market - Mordor Intelligence

In the beverages segment growth, “The craft beer industry” is experiencing significant changes due to shifts in how the industry operates. Several factors, such as a growing cultural similarity, reduced transportation costs, less need for close local supervision, improved business intelligence, potential operational economies of scale, and technological advances, are shaping the landscape of craft beer production.

Craft breweries, known for their independent and smaller-scale operations, face unique challenges and opportunities within their supply chains (*Beverage Market - Share & Industry Analysis, 2022*). As consumers seek diverse and flavorful beer experiences, craft brewers must hold on to complex situations and key parameters different from those of larger, commercial breweries.

One significant change is the increasing cultural world. Media sources, such as international TV channels and movies, are reaching global audiences, creating a more unified cultural experience. This cultural effect is shown in consumer preferences in varieties, even in the craft beer segment.

Reduced transportation costs, guided by innovative solutions, enables craft breweries to avoid supply chain and logistic challenges through various strategies like partnerships, license agreements, and strategic sourcing. Unlike in the past, contemporary shipping options enable craft brewers to recognize financial benefits beyond peculiar shipments.

Technological improvements have also influenced craft beer production. Modern methods have replaced Manpowered brewing processes with machinery and Robotics, enabling larger batch production. Craft brewers are using tools like Enterprise Resource Planning (ERP) software and Advanced Planning Systems (APS) to renovate demand forecasting, inventory management and consumer relationships(Vincent C. S. Wiers, 2018).

“The craft beer industry’s evolution is triggered by technologies like television, the Internet, manufacturing, automation, and airplanes”. These technologies have enabled craft brewers to increase efficiency and compete on a global scale. Which is highly influenced by retail giants like Wal-Mart, poses challenges, craft brewers are adapting strategically. They actually focus on core competencies within the industry, and outsourcing non-core functions, and engaging in mergers and acquisitions to stay competitive.

Technological innovations, including tracking devices, RFID tags, and internet ordering systems, are also helping craft breweries reduce operational costs, enhance efficiency, and streamline processes on a larger scale.

To summarize, “The craft beer industry” is evolving increasingly higher with respect to changes in global culture, technology, and consumer instincts. Craft brewers are finding very creative ways to navigate challenges and compete on a large scale while maintaining the unique and diverse characteristics that define the craft beer experience.

3.2.4 Industry Evolution: A Journey of Flavor, Innovation, and Community

“The craft beer industry” has evolved eventually transforming the beer industry, which adds up to the taste to the beer culture dealing with a varied community focus the history started in the late 20th century when a group of visionary brewers which aimed to challenge the traditional mass-produced beers, these visionaries were driven by a passion for quality ingredients and traditional brewing methods.

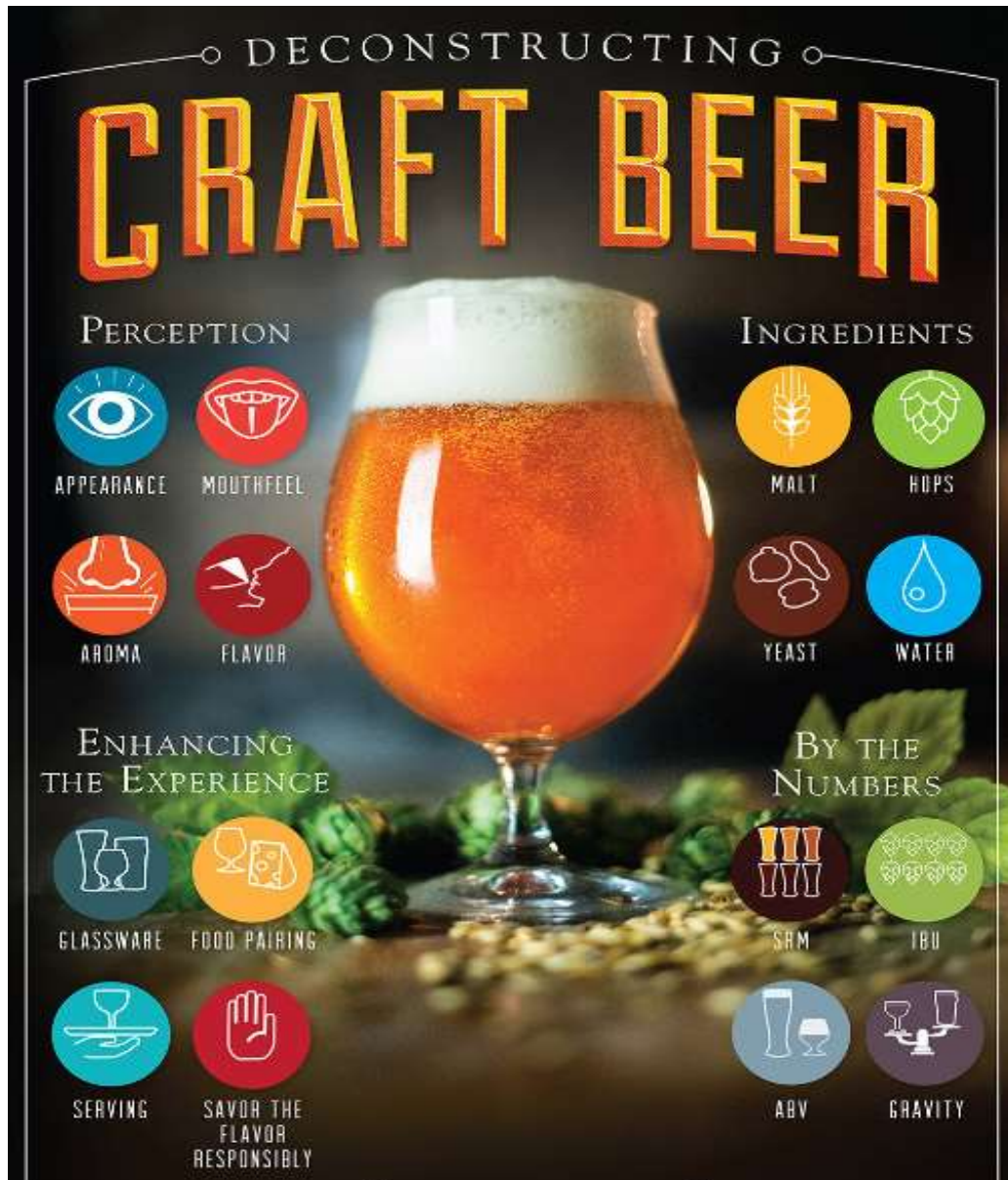
In the years of 1980 and 1990s independent breweries began to emerge, emphasizing the artistic of brewing and connection to local communities. They witnessed the birth of iconic craft breweries which contribute to unique chapter.

“The 1980s and 1990s marked a pivotal period as small, independent breweries began to emerge, emphasizing the artistry of brewing and a connection to local communities. This era witnessed the birth of iconic craft breweries, each contributing a unique chapter to the industry's narrative. The 21st century ushered in a craft beer renaissance, characterized by exponential growth and a surge in consumer interest”(Ignazio Cabras, 2017).

“As the movement gained speed, the 2010s became a place for innovation and creativity. Craft brewers made unconventional ingredients, barrel-aging techniques, and collaborative projects that pushed the boundaries of traditional brewing(Terry Gourvish, 1998). The industry witnessed a huge increase in demand and adaptability”.

However, the 2020s presented new challenges, reportedly the COVID-19 pandemic, which led to tap room closing and supply chain difficulties. Despite these problems, the industry showed resilience and adaptability. Additionally, there was an increase in larger beer corporations acquiring successful craft breweries, which made discussions about the essence of independence. The global influence of craft beer became evident as brews from different regions found enthusiasts worldwide, and international collaborations became a hallmark of the industry. This forged the universal appeal of quality craftsmanship and diverse beer experiences.

Deconstructing Craft beer: The Craft beer consists of different mix of ingredients where the important ingredients involve Malt, Hops, Yeast, and water(*Deconstructing Craft Beer*, 2016).



(Figure 7 Deconstructing Craft beer(Dutta, 2023)

From the figure 7 deconstructing craft beer it is quite evident about the perception which lets us know how perception is valid with appearance, Mouth feel, Aroma and flavor varies with the distinct variety of craft beer manufacturing from company to company.

In conclusion, the evolution of "The craft beer industry" is a tale of flavor, innovation, and community. craft beer continues to impress and innovate and is redefining brewing styles, the shape of the future of the beer(Deconstructing Craft Beer, 2016). It stands not only as

a testament to the creativity of brewers but also as a celebration of diverse flavors, sustainable practices, and a sense of community that extends far beyond the pint glass.

3.3 Role of Bira 91 in the craft beer industry

Bira 91, founded in 2015 by Ankur Jain, emerged as a crucial player in “The craft beer industry”, challenging traditional beers and redefining the beer landscape in India and beyond (Isha Garg, 2020). The brewery's history is marked by a commitment to innovation, a focus on quality and a strategic approach to capturing the increasing demand on tastes of consumers.

3.3.1 Bira 91 Yearly Timeline

Yearly	Key Milestones	Key Moments
2015	Launch of Bira 91	Launch of flagship beer, Bira Blonde.
2016	Rapid market expansion in major Indian cities.	Expansion in around 600 Cities
2017	Launch of Bira White	Successful fundraising, including investments from Sequoia Capital.
2018	Venture into the international market (USA, UK, Singapore, UAE).	Continued brewing innovation with new beer variants.

2019	Strategic collaborations with cultural events and festivals.	Emphasis on lifestyle integration and modern branding.
2020	Challenges faced due to the global COVID-19 pandemic, including taproom closures and supply chain disruptions.	NA
2021	Heightened emphasis on sustainability initiatives.	Continued exploration of new markets and growth opportunities.
2022	Maintenance of commitment to brewing diverse and innovative beers	Expansion of the beer portfolio
2023	Achievement of significant revenue milestone: Rs 820 crore in sales for FY 2022-23	Continued impact on “The craft beer industry”.

Table 1 Bira 91 - Yearly Timeline Source: (*Our story*, 2023)

This table provides a snapshot of Bira 91's journey, showcasing its evolution, strategic decisions, and notable achievements over the years(*Our story*, 2023).

3.3.2 Brands and Strategy



Bira 91 is the revolution now in “The craft beer industry”, which has played a vital role in bringing brewing in contrast, introducing innovation, and carving a unique variety by itself. Established in 2015 by B9 Beverages Pvt. Ltd., Bira 91 has been an innovative company challenging traditional beer manufacturers and contributing widely to the global area of craft beer sector. Here are key aspects of Bira 91’s influential role in “The craft beer industry”(Sharma, 2021).

Innovation in Flavor portfolios: Bira 91 has introduced a wide range of craft beers with varied flavor portfolios. From their signature edition Bira Blonde to innovative beers options like the Bira White and Bira Boom, the brewery revolutionized in flavor offerings, the commitment has helped brews contributing to the rapid brand recognition(“BIRA 91: Where to Go from Here,” 2023).

Branding and Modern Aesthetics: Bira 91 has brought fresh and modern flavours to the craft beer sector, not only through its beers but also in its branding and packaging. The distinctive Bira 91 logo and minimalist design appealed to a younger, varied audience, creating a brand identity that is cherished with beer enthusiasts(*Adding fun, flavour and flexibility to the brand story: Bira 91 make play with flavors, 2023*).

Market Expansion and Global Presence: Bira 91 marked on a journey towards market expansion, which is rapidly gaining a presence in India and beyond. With presence of around 1000 towns in India and with a global reach of 24 countries for now, including the giant countries like USA, UK, Singapore, and the UAE, Bira 91 showcased the global potential of craft beer and developed India’s standing in the international brewing(Dutta, 2023).

Consumer Engagement and Lifestyle: Bira 91 strategically put itself as more than just a beer brand, it became a lifestyle. From different events and collaborations with cultural fests Bira 91 strategized its presence beyond the traditional beer experience(Tikku, 2019).

Market Trends: The company Bira 91 focused on the changing demand of the beer enthusiasts and focused on the distinct flavor offerings which in turn showed the brand adaptability to the growing customer interests eventually this contributed to the success in the competitive market(*How Has Bira91 Dominated The Beverage Market?*, 2023).

Craft Beer Culture in India: Bira 91 has revolutionized the craft beer culture by challenging the traditional beer supremacy in India and made the customer to attract towards new world of flavours and brewing techniques. This helped the other brewers to invest in experimenting with new tastes of flavours and diversify(Dutta, 2023).

Focus on Quality and Ingredients: Bira 91 from the start maintained a commitment to the quality and used the premium ingredients in the brewing process. This developed the customer trust and customer retention rate on the large scale establishing the Bira 91 as a brand with excellence in brewing.

Bira 91 role in “The craft beer industry” has been a pioneer, it has been a role model and cultural influencer and the sign of modern beer enthusiasts(Mitra, 2017). Through innovation, market expansion and a successful commitment to the quality and its ingredients used the company has made a place in consumers’ heart.

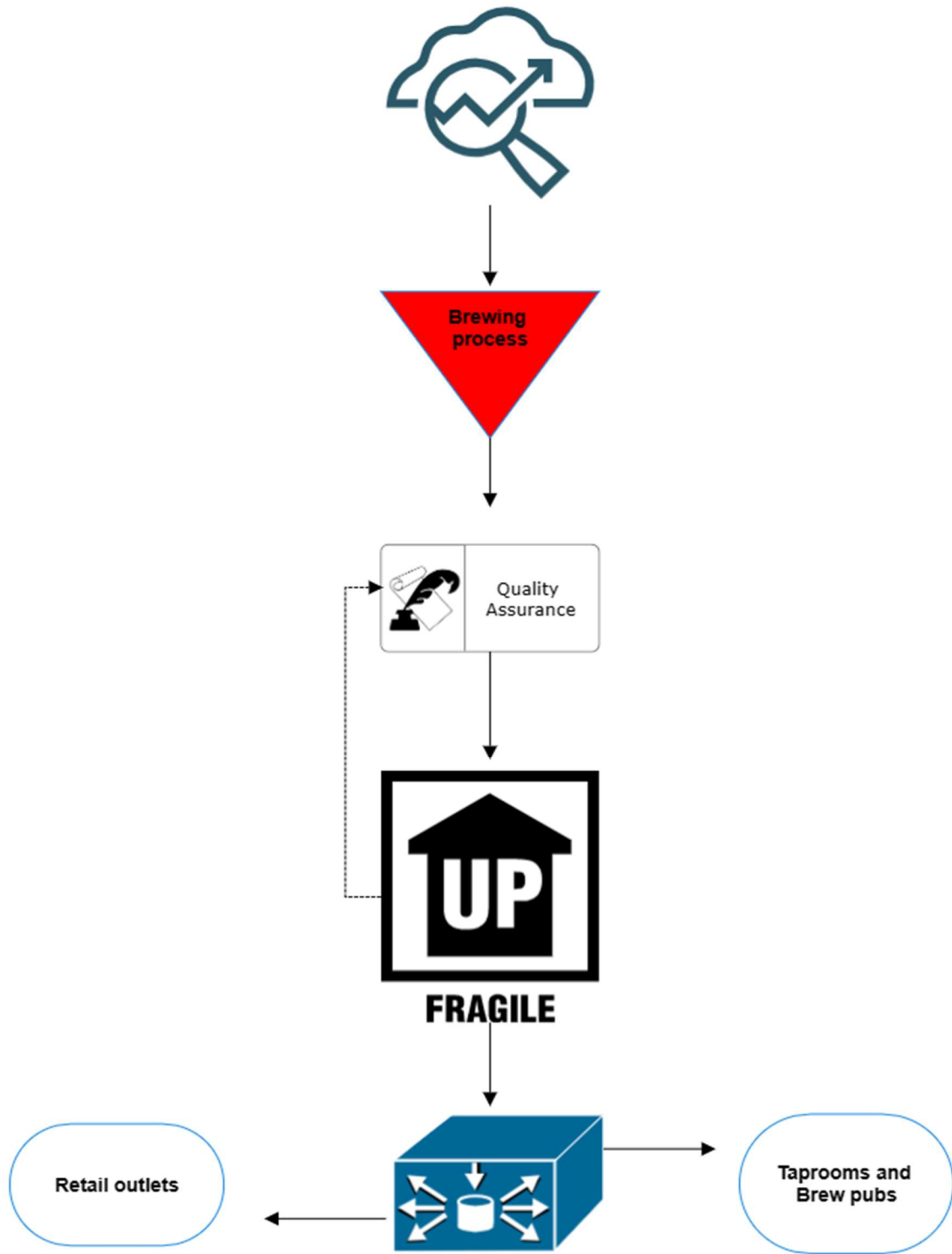
3.3.3 Operations and Supply chain

The operations in Bira 91 are quite straight forward, where the operational framework Bira 91 is strategized to meet the demands of an increasing market. From the brewing process that transforms raw materials into unique craft beers to the discreet quality control methods ensure every sip meets the brand's standards, Bira 91's operations are a blend of innovation and precision(Tripti Sahu, 2023a).

Bira 91's operations lies a dedication to brewing efficiency. The company uses cutting-edge technologies in brewing and processes that optimize production, ensuring the consistency and quality of its craft beers. The adaptability on innovation is strict not only

in the variety of craft beer offerings but also in the continuous exploration of new brewing techniques that set Bira 91 apart in a competitive market.

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Figure 8 Bira 91 Operations

The Bira 91 Operational structure is provided below in a form of the business flow chart which enables us to know, How the process is systematically categorized from the initiation to the final product and how it reaches the customer hands by holding the same quality and intricacies throughout the business process. Fig 8 shows us the business flow chart which includes Quality assurance in every step of the process starting from procurement of raw materials to taprooms and retails markets suppliers.

3.3.4 Challenges & Opportunities

Challenges:

The Bira 91 craft beer market is experiencing a huge demand for innovation and creativity on everything from procurement to distinct flavor demands by the growing customers, however. Market saturation and competition has always been hot topic in terms of new entrants in the craft beer manufacturing industry, Bira 91 faces the challenges of maintaining its unique identity and market share in terms of tightened competition from the new companies entering the business.

“Bira 91 holds a strong regulatory complexity even though it poses a challenge navigating and expanding globally which might require a more strategic approach which potentially makes the Bira 91 unique from the competition”. However, on the other hand the global supply chain disruptions have always impacted the sourcing and procurement of the raw materials which turns out to be a challenge to the Bira 91 procurement strategy. However, a robust and strategic management approach is required to mitigate the risks associated with global events and geopolitical shifts and supply chain disruptions as the shelf life of “The craft beer industry” is limited and requires thorough focus on the risk associated with the procurement and management.

Another, Big head ache is the changing customer demand which are liquid in nature which always take the space of the container it puts in however, the industry is so clustered that the changes are incoming every now and then and the company has to invest in the innovation and its research and development teams which makes the creativity in the beer flavours offerings and many situations like continuously innovate to meet changing customer demands and trends.

The Fig Shows us the growth share matrix which provides us the insights of the stars and cash cow which has the potential to turn the table to stars which high growth rate and high market share giving the opportunity of growth and sustainability.

The market growth matrix outlines the challenges and potential opportunities within the craft beer manufacturing industry, challenges like market saturation and increasing competition and managing potential supply chain disruptions on the big screen and however, the questions marks which are the investment units which has the high market growth but requires low market share which gives the challenges to Bira 91 to investing its resources to “expand the market share and may be convert them to strategic units”. Continued innovation in brewing designs and flavors, a focus on sustainable practices, using digital marketing and e-commerce for direct consumer engagements, expanding the product portfolio beyond craft beer. The brand's success will lie on it.

Growth-Share Matrix

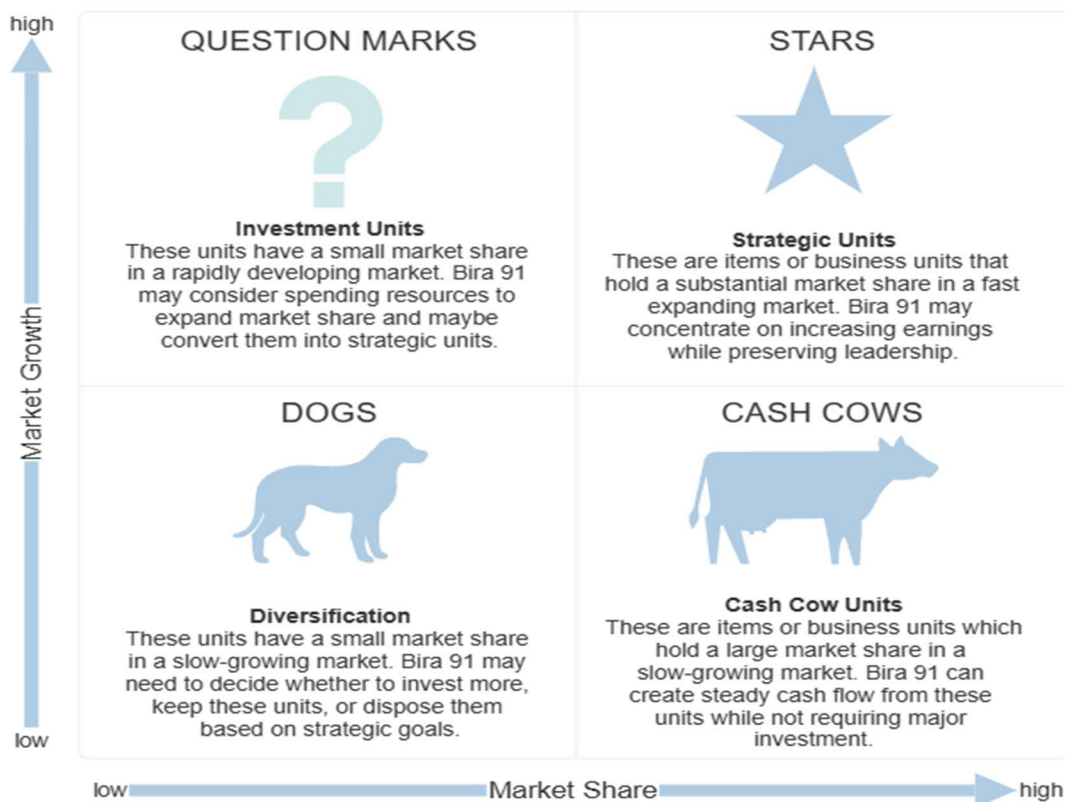
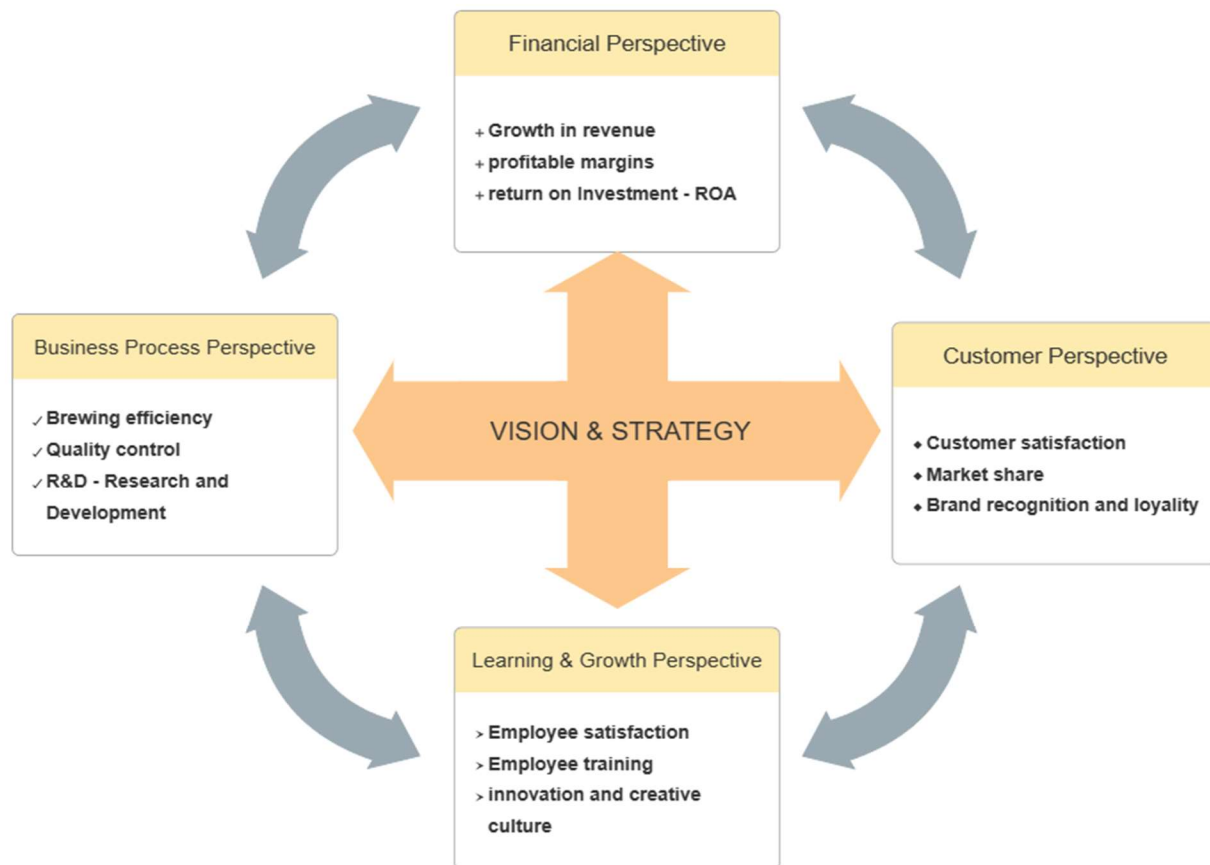


Figure 9 Growth Share Matrix

Opportunities:

Bira 91 success lies in the opportunities which have to be thoroughly focused in order to get the maximum benefits out of it, below fig shows us the balanced scorecard based on the Bira 91 vision and strategy which employs the financial, business and customer perspective and while developing through learning and growth. "In the figure below it is quite evident that the financial perspective has the potential to get the company revenue and contribute to further investment however a aligned and systematic procedure of has the potential to brewing efficiency and quality control the excellence is achieved within no time, here the four aspects are dependent on each other which gives the whole potential of opportunities in Bira 91 if classified and taken care will be a benefit for the company growth. Global expansion which involves identifying and entering new markets in the beverage spectroscopy like Isotonic dinks or soft drinks".



Adapted from the Balanced Scorecard by Robert S. Kaplan and Dave P. Norton. Harvard Business School Press. 1996.

Figure 10 *Balanced* Scorecard - Bira 91

Template Source: (Kaplan, 2009) Conceptual foundations of the balanced scorecard

Exciting possibilities are waiting for Bira 91. Innovation brewing is a particular field where there is room for development. "The company's ability to experiment with new and unique flavors may attract consumers" (#CWC19: *Strategy Review - Bira 91*, 2019). It gives Bira 91's products a unique touch while also keeping things interesting for customers.

For the brand, sustainability is yet another opportunity (Sujanska, 2023). By committing to environmentally friendly methods in all aspects of production, including ingredient procurement and packaging, Bira 91 may better connect with the growing consumer consciousness and inclination towards sustainable products. This benefits the environment as well as appealing to a rising market of environmentally concerned consumers.

Bira 91 is able to capitalize on the potential of e-commerce channels and online platforms in the age of technology (Sujanska, 2023). This provides an immediate way of relationship with customers, promoting brand loyalty and adaptability in response to changing store environments. Direct communication with the clientele may yield insightful information and improve the relationship between the brand and the customer.

Another important growth technique is diversification. There are compelling customers to diversify into other beverage categories besides to craft beer. Because Bira 91's strong brand, the company may explore undiscovered areas and appeal to a wider range of customer tastes by using it as a springboard for new goods.

Beyond successful brewing companies, "The craft beer industry" embraced sustainability and social responsibility. Breweries committed to eco-friendly practices, community engagement, and ethical ingredient sourcing, aligning with evolving consumer values (POKRIVČAK et al., 2019). The movement also recognized the importance of diversity and inclusivity, actively welcoming beer culture.

In essence, these possibilities show not just development for Bira 91 but also its commitment to remaining at the forefront of sustainability, innovation, and engagement with consumers.

4. Results

The data analysis technique presented in the systematic literature review on supply chain methods in the Craft Beer Manufacturing Industry is comprehensive and adheres to a methodical approach in synthesising, drawing conclusions, and interpreting the results of the chosen research. First, the collected data files from fifteen published studies were carefully examined, reorganised, and then grouped together based on the subject keywords that were related to the research goals. This objective resulted in an exceptional understanding that enhanced the implementation of supply chain principles in the craft beer business. Furthermore, a classification of practical examination was conducted to ascertain resemblances, shared patterns, and fundamental insights from the selected research. This task necessitated the use of coding and categorising the data in a way that accurately represents the programmes' meaning and facilitates the discovery of more substantial evidence and extraction of the main conclusions. In addition, a comparison study was used to assess the supply chain procedures of Bira 91 versus those seen in other prominent industry competitors. Researchers conducted a comparative analysis of many organisations in different circumstances to identify the best supply chain practices and areas for development within the supply chain of Bira 91.

4.1 Reconfiguration of the supply chain and its impact on the current changes.

Clearly, this condition corresponds with the objective of discovering current changes and analysing current best practices within the company Bira 91. This research objective is quite important because, after reviewing the current literature due to the fact that the current practices and future practices will eventually assist us in comprehending what is going on within the company and the current developments, we will be able to research the future impacts. According to the journal that was published on the Accenture website newsroom in July 2023 (Accenture Newsroom - Bira 91 Collaborates with Accenture to Accelerate Enterprise Reinvention Journey, 2023), the linkages that are related to the response that was provided by the responder are obvious. As part of the strategy, collaboration with Accenture will eventually lead to the development of the efficiency of

the supply chain's current practices and will assist in the redesign of the master data management system for its procurement to customers. This will give the company a greater visibility as the leading global professional services company that assists businesses in accelerating and growing their operations and supply chain management (Accenture Newsroom - Bira 91 Collaborates with Accenture to Accelerate Enterprise Reinvention Journey, 2023).

4.2 Understanding and managing competition.

It is abundantly evident that this criterion correlates with aim 2, which indicates that Bira 91 must deal with the information that states how to build the important insights in order to generate competitive advantage. In order to achieve long-term success, it is essential to have a solid awareness of the always shifting environment of the craft beer beverage sector. Having this knowledge and being able to successfully manage competition is only the beginning. Due to the fact that Bira 91 is a significant participant in the craft beer industry, it competes in a dynamic market that is characterised by intense rivalry and the ongoing change in customer tastes. The purpose of this investigation is to thoroughly investigate the tactics and efforts that Bira 91 has implemented in order to grasp and manage the competitive landscape. We want to achieve our goal of gaining essential variables in the strategic dynamics of competitive advantage within "The craft beer industry" by analysing the ways in which the firm strategically maintains itself, adapts itself to market developments, and distinguishes the manner in which it serves the community. It was discovered to be true from a journal that was provided by Craft driven market research. In the journal, it is stated unequivocally that the Bira 91 has shattered the existing market of big boys. This, in turn, indicates that the Bira 91 has significantly focused on the changing needs of consumers and has also actively competed with the industry leaders (Craft Beer of Bira 91 Shattered the Existing Market of Big Boys at the Year 2020). This topic was explored in this post, and in addition, a few testimonies from Ankur Jain, who serves as the Chief Executive Officer of the firm Bira 91, were also included. The testimonies are shown in the figure (Craft Beer of Bira 91 Shattered the Existing Market of Big Boys, 2020).

"We did reduce prices in 2015, as we were initially importing the beers from Belgium. When we started brewing them in India we passed on the benefit to the market and cut the prices. We want to give a product that is well designed, tastes good, and at a pricing which is accessible. We do not want to be a luxury brand but an accessible Indian brand," said Ankur Jain.

Testimonial Source <https://www.craftdrivenresearch.com/craft-beer-bira-91/>

Additionally, the craft beer sector is becoming popular and competing effectively against the industry leaders to show its presence, so it is quite evident that the respondent has correctly told the fact that the company has effectively managed to maintain competitive advantage while deliberately focusing on Quality than Quantity (Craft Beer of Bira 91 Shattered the Existing Market of Big Boys, 2020).

4.3 Understanding the challenges and limitations.

To understand the evolution of the company after a few decades of startup, how does the company grow quickly, and what does the company have planned for the next coming years, this condition clearly corresponds with objective 3, which is to understand the challenges and limitations faced by Bira 91 when delving with the future changes. Also, it is important to acknowledge that these changes will occur in the future. In addition to this, it is essential to have a solid understanding of how the firm has developed over the course of the previous few years, as well as how it will be able to compete and enhance its operational efficiency. It is undeniable that the Bira 91 has undergone a methodical evolution and shown its existence by continuously enhancing its capabilities and digging into the issues it has faced over the course of a length of time. In the journal published by Food navigator Asia, it is straight forwardly explained how the Bira 91 put quality and innovation above all and how it has successfully served healthier and more experimental products which appeals to the rising customer demands ("Healthier and More Experimental': Indian Brewery Bira 91 lifts the lid on consumer trends guiding innovation," 2023), Bira 91 has partnered recently with brewery giant Kirin which enables the company to expand its production capacity and distribution networks globally and within India ("Healthier and More Experimental': Indian Brewery Bira 91 lifts the lid on consumer trends guiding innovation," 2023). Furthermore, Bira 91 is concentrating on the healthier alternative by meeting the ever-increasing need and increasing the desire for craft and

creative items, which are more environmentally friendly and significant in the current market.

4.4 Understand the potential opportunities to enhance the supply chain.

This condition is specifically correlate with the objective 4 in order to understand the potential opportunities to enhance the supply chain and to understand the specific competitive edges which drive the competition within and out of the craft beer manufacturing industry it is quite important to pose the threat towards the limitations and understand the potential opportunities which is somehow research before but eventually this response from the respondent will provide us the clear enhancement opportunities on how we look at the company as a whole and how will the company growing within the new trends of business. According to the article that was published by ERP today, it is clear that the firm Bira 91 has formed a partnership with Accenture. The purpose of this partnership is to accelerate innovation, make the business more efficient, and enhance growth (Briddock, 2023). It was decided that the enterprise engineering pioneer Accenture would be able to successfully assist Bira 91 in the creation of a new digital platform. This platform would eventually assist Bira 91 in expanding its market reach to a bigger audience, which will ultimately result in more SKUs being sold and will improve the supply chain operations. According to an article that was published by ET Brand Equity, the Bira 91 is likely to be the next legacy after the brand Kingfisher, which has dominated the Indian market for a considerable amount of time (Nair, 2018). It was anticipated that the Bira 91 would demonstrate its ability to become the next market leader, and it did so.

4.5 Understand the potential to adapt for changing market conditions.

This condition corresponds to the objective 5, where understanding the potential of Bira 91 to the changing market needs and to understand the ability to reach the customer demands, in this context we will be able to understand if really the company is making some improvement and does it really possess the potential to withstand consumer needs and market itself to be the pioneer and reengineer the products and offerings with respect to the seasonal and deliberately forego the changes and adapt to its requirements from the market. This question is evident which was put forward to the respondent as it will

give us a clear insight into how the company is undergoing changes or adapting to the raising customer demands on the business scale. The company deal with the raising consumer demand, it had given us some key insights as discussed in the an article published by Forbes India(SINGH, 2023), It is acknowledgeable that the company has grown drastically in innovation and research which in turn providing a mouthwatering flavours to its customers, the answer from the respondent is quite evident from the article how does the company grown from just a craft beer to the favorite choice of the larger audience with its unique supply chain distributor called as “Boom” which is making the availability everywhere in the market even from the small town to a cosmopolitan city(SINGH, 2023).

4.6 Reaching new markets.

This condition is crucial as it gives us the opportunity to explore the benefits of new markets where the industry leaders like coco cola is far above in the market scope by offering plenty offerings to the market with an established product portfolio and huge market space on the market. This interview of previously conducted renowned industry leader on the supply chain strategies and product scope will provided the opportunity to enhance the Bira 91 product scope into a bigger market than the craft beer sector, with a product offering like soft drinks and Isotonic drinks which will be a game changer in its own place for the nonalcoholic audience in the same brewery pubs and initiate the market growth on the larger scale. With this question the study was able to provide some key recommendations for the Bira 91 portfolio on how it can enhance the future of drinks in new markets and what opportunities Bira has considering the other companies.

"At Coca-Cola, dealing with emerging markets involves a demanding approach. As the company is already established in many countries, we specifically focus on market research to understand local preferences, tailor our products accordingly, and establish strong distribution networks with product to stock method. Our adaptability and ability to form strategic partnerships contribute to our success in these markets. Regarding the impact of craft beer brands like Bira 91, we recognize the evolving dynamics of the beverage industry. While our core business remains resilient, we continuously evaluate

market trends and consumer behaviors to ensure our competitive strategies align with the changing market demands."

The response here is from the competitor company who works as the Zonal demand planning manager, and that information is further explored to match the Bira 91 market analysis with respect to find the competitive advantage in the broader context. The respondent however is classified as to maintain the confidentiality of the context discussed and not to disclose other competitors an advantage to use the information in any other means other than that it is required for. In an article published by pwc publication, It was clearly discussed how does the coco-cola manages the emerging markets(Holstein, 2011), from the article it is quite evident that the information provided by our respondent is true and honestly the company coco cola possess a strong built strategy which compete in emerging markets making it a market leader and coping with different circumstances in different markets and especially emerging markets in the broader context(Holstein, 2011).

To summarize, the interview conducted with the industry leaders within their specific portfolio of supply chain and Market expansion have provided us some valuable information which was anticipated during the research design of this specific thesis research was received and this information is transferred and acknowledged to find the answers to our objective questions. The well-structured approach of this data analysis allowed us for a comprehensive exploration of the strategic decisions, market expansion, challenges, and opportunities within the domain of Sales and fulfillment(Dutta, 2023). These insights gave us the opportunity to fulfill the objectives we have highlighted in the start of the thesis. However, a thorough examination is required to analyze the data in numbers but being a constrain of company private data as the research here was mainly focused on the secondary data and few parts of the primary data also has acknowledged in order to find out future of Bira 91 and anticipate the recommendations to Bira 91 which is required to give the information which is correlated with the objective and deep insights of the company continuous improvement and strategies.

Chapter 5.0: Discussion Of Findings

5.1 Discussion

The findings from the interview have summarized in this chapter and a detailed analysis has been put forth to understand the research questions objectives with the questions asked to the industry leaders regarding the Bira 91's overall growth and market opportunities and it is required to acknowledge the key elements of Bira 91's overall growth by looking at the insights that have been collected from interviews with industry leaders.

At this point, the company has systematically established a little and expanded its presence in the marketplace by using new marketing strategies, successfully investing in diversifying its product offerings, and expanding its geographic reach in the country. By focusing a high value on excellence while offering a product which is one of a kind, Bira 91 has successfully established itself in "The craft beer industry" where it plays. The organization exhibits flexibility and a proactive approach to overcoming hurdles, despite the fact that it has to deal with challenges such as market rivalry and the complexity of regulatory requirements. Examples of opportunities that Bira 91 is investigating include digital transformation, measures that promote sustainability, and diversification of product offerings. These examples demonstrate the company's adaptability in capitalizing on new trends. The success of Bira 91 may be attributed in large part to the positive influence that innovation has had, notably in the areas of brewing processes and flavours development. The company's strategy of putting the customer first, its direct connection with customers, and its partnerships have all contributed to the development of brand loyalty and an efficient market reach. In a nutshell, the rise of Bira 91 may be ascribed to a number of factors, including strategic market expansion, competitive positioning, flexibility, innovation, customer focus, and collaborative efforts.

In addition, the interviews brought to light the relevance of Bira 91's focus on ethical sourcing and sustainability, which is in line with the expectations of consumers for ecologically responsible activities. The company's dedication to lowering its carbon footprint and implementing sustainable sourcing into its supply chain not only adds to the

company's commitment to corporate social responsibility, but it also increases the company's attractiveness to customers who are increasingly concerned about social issues. The issues that have been explored include the need of continuously adapting to shifting market circumstances, the possibility of interruptions to supply chains, and the influence of external variables such as shifts in the economy and changes in regulatory policies. The proactive risk management techniques and technology adoption of Bira 91, particularly in the area of digital supply chain management, were seen as essential components that ensured the company's resilience in the face of uncertainty.

As an additional point of interest, the interviews shed light on the significance of long-term relationships and collaborations amongst suppliers in the process of fostering innovation and efficiency in the supply chain. The strategy that Bira 91 takes to establish robust ties with its suppliers is reflective of academic notions such as strategic supplier partnerships for example. It was acknowledged that the digital transformation projects, which made use of technologies like as artificial intelligence and the internet of things, had a significant role in improving the visibility, agility, and overall efficiency of the supply chain.

The citations provided within the respondents' answers from the interviews provide evidence that Bira 91's strategy for development is both dynamic and complete. This approach incorporates strategic market expansion, practices that promote sustainability, innovation, risk management, and efficient supply chain management. Because of the company's capacity to overcome obstacles and make the most of possibilities, it has established itself as a significant participant in the craft beer sector throughout the years.

5.2 Answering of Research Questions

The Analysis of the Bira 91's supply chain and competitive strategies through the interview with industry leaders has provided valuable insights into the company Bira 91 supply chain and competitive strategies which put through its in the research. These valuable insights we received from both the secondary research method by delving with already available and published journals and articles and the primary research method done by interview two personnels from the same industry and the huge competitor company which helped us to find the key aspects of the industry focusing on the

responses acknowledging the various aspects which includes the supplier collaboration and the procurement strategies and maintaining the sustainability by reducing the risk of inaccurate and inefficient sectors and addressing the positive side and making the company grow. This section gives us the opportunity to address the research question posed earlier offering a concise overview of the key findings obtained through the interview.

5.2.1 Research Question 1

How has Bira 91 evolved its supply chain practices over recent years, and what were the driving factors behind these changes?

Over the recent years, Bira 91 has made a drastic change in the techniques that is followed over years in the areas of supply chain, they have followed by number of different reasons but due to the raising demand and huge market space demand the company has adapted and started new improvement in its operations in terms of both creativity and efficiency. Bira 91 has taken a strategic approach to enhance the supplier connectivity and co operation and precisely focus on long-term relationships. As a result of Bira 91 dedication to ethical and ecological factors which contribute as an essential factor in supply chain methods. There the sustainability factors have always drive the company into profits. However, this commitment is very much necessary in order to maintain a sustainable supply chain management factors. The company has now focused on the digital supply chain management which focuses on digital technologies like artificial Intelligence and Machine Learning which in turn helps company grow in terms of efficiency, increased visibility, and agility between the peers(Mitra, 2017). The Bira 91 company has successfully managed supply chain disruptions and maintained the company operations running with robust risk management approach which are implemented and acknowledged successfully during the research(Mitra, 2017). Furthermore, The Corporate social responsibility (CSR) is successfully aligned and incorporated into the procurement procedure with a particular focus on diversity and inclusion programs. Due to the research, we have known the Bira 91 uses the best strategic approach and is in line with the academic principles of the best practices in the

sector of craft beer manufacturing company which positions itself from the sustained growth and competitiveness putting away from the other market leaders.

5.2.2 Research Question 2

What are the Key factors that drive competitive advantage in Beverage industry?

The competitive advantage in the beverage industry is driven by a mix of essential variables, where different aspects need to be addressed for example there are key factors for companies that typically invest and prioritize innovation and uniqueness in its flavours offerings to stand out in a crowded market. Which means in order to capture consumer attention and generate positive demand. However, in the context of Bira 91 has strategically positioned itself to gain a competitive advantage. The company's dedication to innovation and the creation of one of a kind flavor experience has helped it stand out from the competition from the crowded market. In conjunction to the culture that encourages the experimentation of new flavours are acts as key contributor in the field of Competition and survival game, the competitive edge in the beverage sector is driven by a mix of essential variables. A further point to consider is that the company's emphasis on sustainability is in line with the rising awareness and inclination among consumers for ecologically responsible operations. Through the use of digital platforms and e-commerce channels, Bira 91 has been able to establish a direct link with its customers, which has resulted in increased brand loyalty and flexibility to continuously shifting retail landscapes. On top of that, Bira 91's strategic approach to diversification is shown by the expansion of its craft beer range and the exploration of adjacent beverage categories. This allows the company to capitalize on its brand power in order to achieve sustainable growth and flexibility. However, leveraging this emphasis on consumer attention and sustainability aligns with growing global awareness of environmental issues. Overall, all such key factors contribute to driving competitive advantage in beverage industry.

5.2.3 Research Question 3

What challenges and limitations have Bira 91 encountered when implementing supply chain best practices, and how have these impacted the company's ability to compete effectively?

While Bira 91 continues to be working hard to implement supply chain best practices, the company has run into a number of challenges and constraints that have had an impact on its competitive position. The complexity of coordinating the many components that together make up the supply chain, which include distribution, logistics, and procurement, is a significant obstacle that must be overcome. Because of this complexity, flawless coordination may be hampered, and bottlenecks may develop in the processes that make up the supply chain. In addition, the predictability and stability of the supply chain are also challenged by external variables such as the unpredictability of the market and the geopolitical difficulties that are present. Additionally, the organization has to deal with limits that are associated with its connections with its suppliers, which might make it difficult to preserve uniformity in terms of quality and reliability. Diversification of suppliers and openness across the supply chain are two aspects that need to be addressed in order to achieve further development. While technological disruptions might give opportunities, they can also present obstacles, which means that ongoing adaptation is required in order to stay ahead of the competition. Bira 91's capacity to effectively compete is restricted by these problems and limits, which have the potential to damage product availability, customer happiness, and overall operating efficiency. It is crucial for Bira 91 to overcome these hurdles in order to improve the resilience of its supply chain and to maintain a competitive advantage in the market for beverages, which is continuously changing and expanding.

5.2.4 Research Question 4

What specific opportunities exist for Bira 91 to further enhance its supply chain operations and gain a competitive edge in the craft beer market?

The company Bira 91 has seen a number of possibilities that will allow it to improve its supply chain operations and achieve a competitive advantage in the craft beer supply sector. Adopting technological and digital solutions in order to improve operational efficiency presents a big potential that should not be overlooked. Bira 91 is able to get more insight into its supply chain, improve operations, and make choices based on data by utilizing technologies that utilize sophisticated analytics, Artificial Intelligence (AI), and the Internet of Things (IoT). As an additional benefit, the business has the potential to capitalize on the expanding movement towards sustainability and environmental

responsibility. Increasing the number of environmentally responsible activities across the supply chain, from the procurement of raw materials to the packaging of products, is in line with the growing demand from customers for socially responsible goods. It is possible to place further emphasis on Bira 91's dedication to sustainability, which will result in the creation of a distinctive marketing proposition in "The craft beer industry".

It is possible to increase the number of options available by working closely with suppliers and encouraging innovation in the process of procuring raw materials. Creating strategic alliances, investigating local sourcing possibilities, and making sure that there is variety among suppliers are all things that may help contribute to a supply chain that is more robust and flexible. Bira 91 is able to keep ahead of the competition and increase its market share by regularly analyzing industry trends and consumer preferences. This allows the company to develop new and distinctive flavours.

In addition, the organization has the ability to investigate potential modes of direct customer involvement through the utilization of digital platforms and e-commerce channels. Building a deeper relationship with customers, collecting feedback in real time, and adjusting to shifting market conditions are all things that will lead to increased brand loyalty and competitiveness in the craft beer business. To conclude, Bira 91 has the capacity to unlock possibilities to improve its supply chain operations and maintain a competitive advantage in the dynamic craft beer industry by embracing technology, placing an emphasis on sustainability, encouraging innovation in sourcing, and boosting customer interaction.

5.2.5 Research question 5

What role does supply chain flexibility and responsiveness play in Bira 91's ability to adapt to changing market conditions and customer demands?

This Question can be answered using both discussions from respondents 1 and 2 where supply chain flexibility and responsiveness play a vital role in changing market conditions and meet customer demands. The company Bira 91 knows market culture of the craft beer manufacturing sector and evolving demands of the customers in response of this factors Bira 91 has prioritized building a flexible and responsive supply chain. One key aspect is that the ability to adapt the control over the production of volumes based on the

requirements, also it has implemented agile manufacturing process where one a new flavor come out it will be given in the brewery pubs for quite a few times for free in order to know the acceptability of the consumers. Once they have enough information that this product can be introduced or not, then they start organizing the production of volumes depending on that information. Supply chain responsiveness also extends in the procurement of raw materials. For instance, there is a supplier who always supply few materials with good quality and quantity. But because of the weather change or any geological reasons if the asked raw materials are not received then the company immediately adapts to the situation and procures the exact quality from a different supplier in surplus. So, production doesn't get disrupted, not the trust is lost. That is how the company enhances resilience to potential disruptions in the supply chain and enables quick adjustments to mitigate risks.

Furthermore, changing market demands and emerging markets from the competitors we have the knowledge that with a robust and systematic evaluation, the changing markets and emerging markets can be managed without any risks but for that few factors like cultural adaptation the emerging market often have a diverse cultural preferences, further more logistical and leveraging advanced technologies and data analytics to enhance visibility into the supply chain, real time monitoring of inventory levels, production schedules and distribution networks enables the company to make correct decisions.

BY Brain Mills

Chapter 6.0 Conclusion and Recommendations

6.1 Recommendations

Based on the research methods used in this dissertation research, a few key recommendations are presented below in a table format to share with clear evidence which will help the company to focus based on the priority.

Recommendations worksheet	Evidence	Priority
1) Bira 91 should Introduce in advance tracking technologies and data analytics to enhance supply chain visibility from the start to end.	("Order management system case study - bira91 success story," Sep,2023)	High
2) Bira 91 should strengthen the commitment to sustainability by indulging eco friendly packaging solutions and optimize logistics	("Healthier and More Experimental': Indian Brewery Bira 91 lifts the lid on consumer trends guiding innovation," 2023)	High
3) Bira 91 needs to diversify the supplier base which avoid risks to depend on few key suppliers	(<i>Indian Craft Beer Brand Bira 91 Frothing over to Expand Footprint</i> , 2018)	Moderate
4) Bira 91 should adapt itself into the unique characteristics of local market, which will help to understand regional preferences ensures customer focused approach	(Hines, 2014)	Low

5) Bira 91 should leverage the digital platforms and e commerce channels to engage directly with the customers	(Vikas Gupta, 2023)	Moderate
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Table 3 Recommendations worksheet based on its priority.

Few General recommendations are given below which will aim the Bira 91's position in the competitive landscape which are:

- 6) Bira 91 has to uphold its innovation strategies by continuously investing in the culture of experimentation in brewing techniques and unique offerings.
- 7) Bira 91 should enhance the collaborations within the beverage industry.
- 8) Bira 91 should invest in and foster lean supply chain practices, streamline processes reduce waste and optimize resources and use continuous improvement techniques to optimize processes.

These collective recommendations will give the Bira 91 position in the competitive advantage which ensure a distinct, agile and supply chain practices that will help company align with the company's vision for the continued growth and sustain industry leadership.

6.2 Conclusion

Bira 91 has undergone a supply chain reconfiguration to align with the changing market demands and enhance operational efficiency. *"The impact can be seen in the improved agility, reduced lead time and optimized resource allocation"*(Zimmermann et al., 2015). The company has been involved in maintaining the competitive advantage by focusing on product innovation, brand identity and strategic market positioning. *"The Impact can be seen in the commitment to quality and providing unique flavours which contribute to its uniqueness"*(Craft Beer of Bira 91 Shattered the Existing Market of Big Boys, 2020).

The company has successfully managed to deal with the cultural adaptations in emerging markets and being competitive all the time. *"The Impact is shown the distinct flavours which leverage growth potential"*(Accenture Newsroom - Bira 91 Collaborates with Accenture to Accelerate Enterprise Reinvention Journey, 2023). The company has managed to be flexible and adapt to the emerging market which corresponds to present

conditions of cultural adaptations and gaining competitive advantage. *“The impact can be seen adapting new technologies collaborating with Accenture to accelerate and improve the production process while maintaining transparency”*(Accenture Newsroom - Bira 91 Collaborates with Accenture to Accelerate Enterprise Reinvention Journey, 2023).

Though the company’s branding strengths are the packaging and Logo, making it eye catchy and funny to show moods which have a character by itself which grasps the customers attention towards it(Tripti Sahu, 2023a). As the Mass media advertising of alcohol is banned in India it turned to be bigger challenge for the company to reach people(Tripti Sahu, 2023b). However, the company has strategically placed itself above all and contributed to community development and culture.

In this comprehensive exploration of Bira91’s supply chain and foregoing the competitive advantage in a potential competitive dynamics, a distinct and varied insights have been emerged and put forth which will help the company to strengthen and explore new opportunities. The company’s dedication towards innovation and providing a discreet flavour to the community and its people and mainly being flexible with the competitive beverage scope and development within it. In this research with the help of the secondary research method many articles have been read and understood how the company is positioning itself from the growing market demand and oncoming supply chain disruptions everyday within the craft beer sector and beverage industry and fighting against the potential competitors which is making the way harder to sustain in the competitive portfolio. From the recommendations provided above the company has to learn from its mistakes and must refine its supply chain practices and tackle coming challenges head on and pursue the potential opportunities to beat the competitive environment.

To conclude, based on the analysis it can be acknowledged that the company stands between tradition and innovation. The company Bira 91 has shown the commendable strength in its sustainability, procurement strategies and continuous improvement within the supply chain and maintain the competitive advantage which has made the company to be a market leader with its contributions to corporate social responsibility and sustainability which aligns with the contemporary expectations. In essence, the company journey reflects its commitment to the social practices and wellbeing of the community.

The proposed recommendations provide a blueprint for sustainability, company growth and innovation and building a resilient supply chain and ensure its success in the competitive beverage market.

By Brain writes Experts

Reflective Statement

Using the Gibbs model of reflection (Nnamani, 2022) to structure a personal reflection on this research thesis about the craft beer manufacturing company Bira 91.

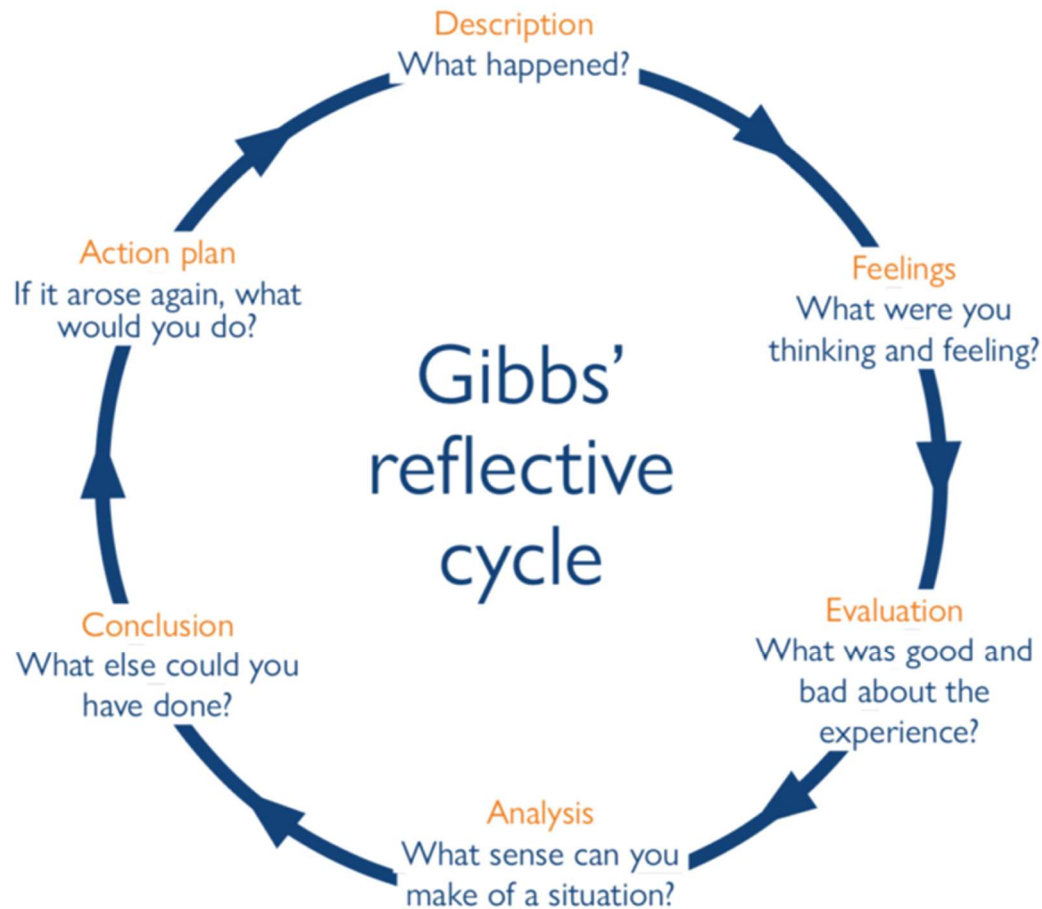


Figure 11 Gibbs' Model of reflection

Description: During this dissertation thesis research undertaking an extensive secondary research method on Bira 91 company to know the current best practices of the supply chain and explore the competitive advantage, lead me into deeply explore into the complexities of the supply chain techniques in the craft beer industry which included an extensive interviews and elaborated research on the literature and finding out the potential opportunities which will help the company growth and to sustain the presence in the global competitive market.

Feelings: Initially, I had a gut feeling that the research will be easy as I am adopting to secondary research method as suggested by the supervisor, I was curious and anticipated however, as the research progressed there was an increase in limitations on the data source and the market is also quite clustered and not open in every segment, though I managed to collect enough data for my research, the challenges of balancing the information and perspectives is huge. Furthermore, in order to delve with the current artifacts and future changes in the ever-growing market demand a thorough primary research method need to be deployed together with the secondary in order to get few key insights which help in the thesis research. However, this combination of research enhanced me to deep dive into the company operations vs Industry trends and finally elaborate few key recommendations for the company which will substantially help in growth and sustainability.

Evaluation: the research has helped me to know the deep insights of the craft beer manufacturing industry and the beverage industry, How the consumer packed manufacturing is prone to supply chain disruptions. Though the industry is clustered the supply chain is neatly organized and well structured. This research evaluation has provided me an opportunity to find out the loose ends and make it better. The good thing about the research is that we delve into the operations and have provided potential opportunities for the company to grow, and the bad part is the market is so demanding and changing today's strategy may not work in tomorrow so adapting and being flexible is the only keys.

Analysis: It was an interesting experience in establishing a connection between theoretical principles and the real-world dynamics of the Bira 91's supply chain strategy and sustainability efforts. However, the key factors discussed in the research have provided the viewers with an intriguing scope of potential opportunities and ways to perceive the problems and adjust accordingly to the changes in their respective industries.

Conclusion: To conclude, this research journey has been intellectually rewarding. It emphasized the importance of a holistic approach to academic concepts and their perception in the corporate world. But during the research I have faced some issues with

the data quality and access to information, but I dealt with it wisely by cross checking with multiple data sources to find the originality of the news. However, the challenges I encountered served as a steppingstone for growth and acknowledgement for the better me, I learnt a lot on how systematic procedure mixed with discipline make wonders. And I have finally been able to answer the research questions provided before the start of the research and also eventually provide some valuable recommendations to the company for its development.

Action Plan: As the time was the larger constraint, balancing research activities with other commitments was highly challenging. However now I learned to systematically organize the work into smaller segments and focus on the smaller issues which dramatically cut down the bigger issues into pieces. I have learned to make discipline my armor to fight against any odds coming in my future endeavors.

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