



BIJU PATNAIK INSTITUTE OF INFORMATION TECHNOLOGY & MANAGEMENT STUDIES (BIITM), BHUBANESWAR

Plot No. F/4, Chandaka Industrial Estate, Infocity, Patia, Bhubaneswar-24

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SUMMER INTERNSHIP PROJECT 2026

REPORT TITLE

**Impact of employee engagement on employee
performance and Well-being**

SUBMITTED BY

Rupali Mohapatra

5-year Integrated MBA Batch: 2022-27

University Regn. No.: 2213258049

Faculty Guide

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**Ms. Sony Mehta
HR Head,
UBL.ltd (Khordha),**



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CERTIFICATE OF FACULTY/INTERNAL GUIDE

This is to certify that Ms. Rupali Mohapatra , bearing university registration no. 2213258049 of 2022-27 batch, has completed his/her summer internship at UBL Ltd. from 6th October 2025 to 6th November 2025 under the supervision of Mrs. Sony Mehta .HR Head & Admin, UBL Ltd. and has submitted this project report under my guidance in partial fulfilment of the requirements for award of the degree of Master of Business Administration at Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar. To the best of my knowledge and belief, this project report has been prepared by the student and has not been submitted to any other institute or university for the award of any degree or diploma.

Date:

Place: Bhubaneswar

Signature of the Faculty/Internal Guide

Name: Dr. Smaranika Dash

Designation: Associate Prof. (HR)

UBL/HR/2025-2026/400

6th November 2025.

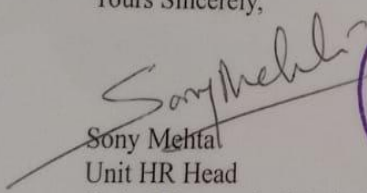
TO WHOM SO EVER IT MAY CONCERN

This is to certify that Ms. Rupali Mohapatra, a student from Biju Pattnaik Institute of Information Technology and Management (BIITM), Bhubaneswar has completed her internship at our organization from 6th October 2025 to 6th November 2025 under the Guidance of Ms. Sony Mehta, Unit HR Head, UBL.

We believe that the internship experience at United Breweries has equipped her with industry-driven skills that will aid in her personal and professional development.

We wish her every success in her future endeavours.

Yours Sincerely,


Sony Mehta
Unit HR Head



United Breweries Limited, Khordha

DECLARATION

I, Ms. Rupali Mohapatra Bearing university registration no 2213258049 (2022-27 batch), hereby declare that the project report titled “Impact of Employee Engagement Programme on Employee Productivity & Satisfaction” is based on my internship at UBL Ltd. Khordha, during the period from 6th October 2025 to 6th November 2025 and is an original work done by me under the supervision of Mrs. Sony Mehta and Mrs. Smaranika Dash. This report is being submitted to Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar, affiliated to Biju Patnaik University of Technology, Odisha, in partial fulfilment of the requirements for the award of the degree of Master of Business Administration. This project report has not been submitted to any other institute/university for the award of any degree or diploma.

Date:

Place:

Signature:

SUMMARY

The concept of employee engagement has emerged as a crucial determinant of organizational effectiveness and long-term sustainability. It refers to the emotional commitment and psychological investment employees make toward their work and the organization's goals. This report analyzes the impact of employee engagement on employee productivity and satisfaction within **United Breweries Limited (UBL)**, India's leading beer manufacturing company. The study reveals that engaged employees not only contribute more effectively to organizational performance but also experience higher levels of job satisfaction, motivation, and loyalty. Over the past decade, UBL has transformed its human resource approach by aligning engagement initiatives with strategic business objectives, thus moving from traditional personnel management toward a more people-centric, performance-driven model of HRM.

Employee engagement at UBL is fostered through its core values—**Courage, Care, Enjoyment, and Passion**—and behavioural pillars—**Deliver, Shape, Connect, and Develop**—which promote accountability, innovation, collaboration, and continuous learning. Programs such as *Brewing Young Minds*, *Heineken Learning Academy*, wellness initiatives, flexible work arrangements, and diversity efforts like *SAKhEE* (for women empowerment) illustrate UBL's commitment to holistic employee development. The report finds a direct correlation between engagement and productivity: motivated employees display improved operational efficiency, creativity, and adaptability, contributing to a **7% rise in profitability in FY 2024–25**.

Furthermore, UBL's emphasis on a safe, inclusive, and growth-oriented work environment enhances employee satisfaction by fostering trust, fairness, and belonging. Policies such as the *Speak Up Policy*, equal opportunity practices, and performance-linked rewards ensure a positive employee experience, leading to lower turnover and higher morale. The findings indicate that employee engagement acts as both a driver and outcome of satisfaction—engaged employees are more productive and satisfied, while satisfied employees show deeper commitment and engagement.

In conclusion, the report establishes that employee engagement is not merely an HR function but a strategic imperative that significantly influences productivity, satisfaction, and organizational growth. UBL's success demonstrates that by cultivating a culture of empowerment, recognition, and shared purpose, companies can achieve higher performance levels and sustained competitive advantage in today's dynamic business environment

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CHAPTER - 01

1.1 INTRODUCTION

Employee engagement has emerged as a critical success factor in modern organizations. Traditionally, management tools such as Total Quality Management (TQM) and Business Process Reengineering (BPR) focused on improving operational efficiency and process optimization, often overlooking the human element. In the contemporary workplace, the emphasis has shifted to knowledge workers, innovation, autonomy, and motivation, highlighting the importance of employee engagement.

Engagement represents the emotional and intellectual commitment of employees toward their organization, fostering willing participation, discretionary effort, and improved performance. Unlike traditional control-based approaches, engagement-based leadership relies on nurturing intrinsic motivation, cultivating a sense of purpose, and encouraging employees to contribute meaningfully to organizational goals.

Employee engagement is a multifaceted construct that has attracted significant scholarly and organizational attention. Despite its widespread use, there is no universally accepted definition. Various scholars and organizations have proposed influential interpretations that together shape the contemporary understanding of the concept.

- Kahn (1990) offered one of the earliest and most cited academic definitions of engagement. He described it as “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances” (p. 694). This definition emphasizes the holistic involvement of individuals in their work and the alignment between personal identity and professional role performance.
- The Gallup Organization (2004) conceptualized employee engagement as “the individual’s involvement and satisfaction with as well as enthusiasm for work.” This definition highlights emotional commitment and motivation as essential drivers of engagement, connecting employee attitudes directly to workplace productivity and satisfaction.
- Towers Perrin (2003), now known as Willis Towers Watson, defined engagement as “the willingness and ability of employees to help their company succeed, largely by providing discretionary effort on a sustainable basis.” This definition underscores the importance of employees’ voluntary contributions and sustained efforts that go beyond contractual obligations to achieve organizational success.
- Aon Hewitt (2015) described employee engagement as “the level of an employee’s psychological investment in their organization.” This view centers on the depth of mental and emotional attachment employees have toward their employer, reflecting both commitment and alignment with organizational goals.
- Similarly, Schaufeli, Salanova, González-Romá, and Bakker (2002) defined engagement as “a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption” (p. 74). Their definition, grounded in positive psychology, conceptualizes engagement as a persistent cognitive and emotional state rather than a fleeting attitude or behavior.
- The Chartered Institute of Personnel and Development (CIPD, 2006) provided a practical interpretation, defining engagement as “being positively present during the performance of work by willingly contributing intellectual effort, experiencing positive emotions, and meaningful connections to others.” This perspective integrates the emotional, cognitive, and relational dimensions of work performance.
- The Institute for Employment Studies (IES, 2004) similarly defined engagement as “a positive attitude held by the employee towards the organization and its values. An engaged employee is aware of the business context and works with colleagues to improve performance within the job for the benefit of the organization.” This definition highlights the reciprocal nature of engagement as a relationship between the employee and the organization, grounded in shared purpose and collaboration.
- MacLeod and Clarke (2009) emphasized the developmental and organizational aspect of engagement, defining it as “how we create the conditions in which employees offer more of their capability and potential.” Their definition stresses that engagement is not merely an individual

disposition but also the outcome of an enabling organizational environment.

- Taken together, these definitions illustrate that employee engagement extends beyond job satisfaction or loyalty. It encompasses an employee's passion, purpose, and discretionary effort directed toward organizational success. Conceptually, engagement can be represented as the synergistic combination of satisfaction and contribution, expressed as:

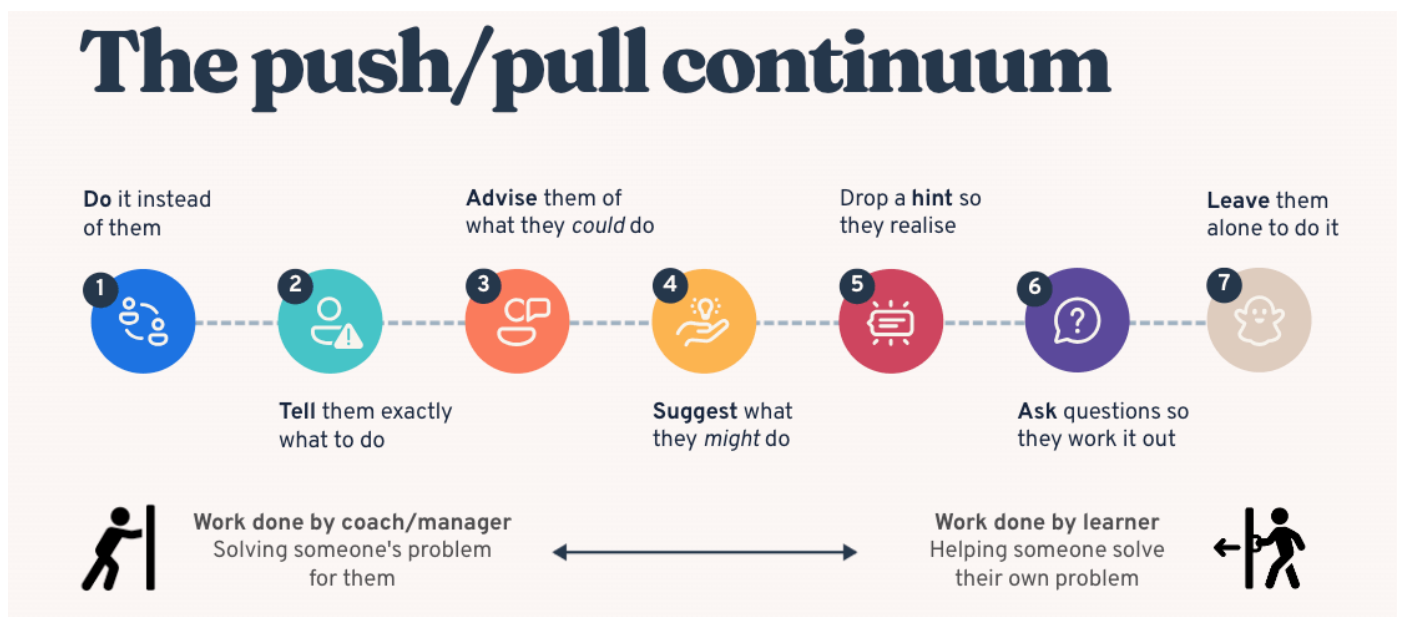
Engagement = Maximum Job Satisfaction + Maximum Job Contribution

- Research consistently demonstrates that employee engagement is one of the strongest predictors of individual and organizational performance, surpassing traditional constructs such as job satisfaction or commitment alone (Towers Perrin, 2003; Gallup, 2004; Schaufeli et al., 2002).

1.1.1 THE PUSH-PULL FRAMEWORK

The **Push–Pull Framework** explains two distinct approaches to managing and motivating employees — **Push** (external pressure-driven) and **Pull** (internal motivation-driven). Both methods influence **employee engagement, productivity, and satisfaction**, depending on the situation and workforce maturity.

At **United Breweries Limited (UBL)**, both push and pull methods are applied strategically to maintain operational discipline while fostering engagement and ownership across its diverse workforce.



1. Push Method (Directive Approach)

Focus: Pressure, supervision, structure, and control.

How it works: Managers guide employees through instructions, rules, and performance monitoring to ensure timely results and compliance.

Application at UBL:

- In brewery operations and production lines, where quality and safety standards are critical, supervisors use the push approach to maintain consistency, accuracy, and compliance.

- Daily targets, strict safety checks, and quality control audits are examples of push behaviors ensuring efficiency and error-free output.
- This approach is effective with new employees, contract workers, or process-driven tasks, where adherence to procedures is essential.

Impact on Engagement and Productivity:

- Creates discipline and accountability, ensuring short-term productivity.
- However, overuse may limit creativity and intrinsic motivation if not balanced with recognition and communication.

2. Pull Method (Empowerment Approach)

Focus: Inspiration, ownership, autonomy, and purpose.

How it works: Leaders motivate employees by aligning organizational goals with personal aspirations, encouraging participation, and fostering trust.

Application at UBL:

- The **EverGreen Strategy** and Heineken Leadership Principles emphasize *pull-based leadership*, focusing on empowerment, inclusion, and innovation.
- Managers involve employees in decision-making, planning, and problem-solving, especially in innovation-driven projects like product development, sustainability, and digital transformation.
- Recognition programs, learning opportunities (Heineken Learning Academy), and employee engagement activities inspire employees to take ownership of their work.

Impact on Engagement and Satisfaction:

- Enhances emotional commitment, creativity, and long-term loyalty.
- Leads to higher job satisfaction, lower turnover, and improved organizational culture.

3. Relation to the Project (Employee Engagement, Productivity & Satisfaction)

The Push–Pull Framework directly supports the study of employee engagement at UBL:

- Push strategies ensure operational excellence, quality control, and discipline — contributing to short-term productivity.
- Pull strategies build trust, motivation, and ownership — resulting in long-term engagement and satisfaction.

UBL’s balanced leadership style integrates both approaches:

- Push for process-driven departments (production, quality, safety).
- Pull for innovation, HR, and leadership functions to foster creativity and empowerment.

This alignment enhances overall employee engagement, leading to improved performance, morale, and organizational success.

Conclusion

At United Breweries Limited, both push and pull approaches complement each other. While the push method drives structure and output, the pull method creates emotional commitment and satisfaction. Together, they enable UBL to maintain high productivity levels, a motivated workforce, and a strong culture of engagement and performance excellence.

1.2 SCOPE OF THE STUDY

The present study focuses on examining the impact of employee engagement programs on employee productivity and satisfaction within organizational settings. It explores how engagement initiatives, strategies, and leadership practices contribute to enhancing employee performance, motivation, and overall organizational effectiveness.

The study primarily investigates the relationship between employee engagement and two major outcomes — productivity and job satisfaction — while identifying the critical factors that influence engagement across different levels (organizational, managerial, and individual).

It seeks to understand how structured engagement programs—such as recognition and reward systems, communication mechanisms, learning and development initiatives, and leadership involvement—translate into measurable improvements in employee behaviour, commitment, and performance outcomes.

This research covers:

- The conceptual and theoretical framework of employee engagement, including its evolution, dimensions, and definitions by leading scholars and organizations.
- The key drivers of engagement such as leadership style, communication, career development opportunities, and organizational culture.
- The impact analysis of engagement programs on employee satisfaction, productivity, innovation, and retention.
- The challenges organizations face in implementing and sustaining effective engagement programs.
- The managerial implications for designing, executing, and measuring engagement initiatives that align with business goals.

The study is descriptive and analytical in nature, drawing upon existing literature and secondary data to establish a comprehensive understanding of the subject. It aims to provide insights and recommendations for HR professionals, organizational leaders, and policymakers to strengthen engagement practices for improved individual and organizational performance.

1.3 OBJECTIVES OF THE STUDY

- To study the comparison of understanding of concepts of TPM among various groups of employees on the TPM Practices of UBL. Ltd
- To assess the impact of employee engagement initiatives on employee satisfaction.
- To analyze the key driving factors and strategies of employee engagement.
- To understand the effectiveness of Training & Development at UBL Ltd.
- To conduct a pulse survey aimed at evaluating employee satisfaction and gather feedback for organizational improvement.

1.4 REVIEW OF LITERATURE

Employee engagement has emerged as a critical topic in organizational research and practice, frequently discussed as both a managerial strategy and an academic concept (Robinson et al., 2004). Despite its widespread attention, Robinson et al. (2004) note that the concept is more extensively explored in practitioner-oriented literature than in rigorous empirical studies, giving it a reputation of being somewhat overhyped or, as they describe, “old wine in a new bottle.” Over time, multiple definitions of engagement have been proposed, often overlapping with related constructs such as organizational commitment and organizational citizenship behavior (OCB).

Various scholars have sought to define employee engagement. Baumruk (2004), Richman (2006), and Shaw (2005) describe it as the emotional and intellectual commitment employees demonstrate toward their organizations. Similarly, Frank et al. (2004) emphasize engagement as the level of discretionary effort that employees invest in their work. Kahn (1990) provided one of the earliest academic conceptualizations, defining personal engagement as “the harnessing of organization members’ selves to their work roles” (p. 694), highlighting the psychological presence required to perform work effectively. Rothbard (2001) expanded this perspective by conceptualizing engagement as psychological presence, comprising two elements: attention, referring to cognitive focus on a role, and absorption, denoting deep immersion in tasks.

Researchers studying burnout, including Maslach et al. (2001), describe engagement as the positive counterpart to burnout, characterized by energy, involvement, and efficacy, contrasting with burnout’s exhaustion, cynicism, and inefficacy. Schaufeli et al. (2002) define engagement as “a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption” (p. 74), emphasizing its enduring cognitive and emotional dimensions.

Employee engagement is often conflated with related constructs such as organizational commitment, OCB, and job involvement (Robinson et al., 2004). Whereas organizational

commitment reflects emotional attachment to the organization, engagement focuses on attentiveness and immersion in work roles. OCB involves voluntary behaviours that exceed formal job requirements, whereas engagement primarily pertains to the execution of core responsibilities. May et al. (2004) note that job involvement arises from cognitive evaluations of job satisfaction, whereas engagement represents a dynamic combination of emotional and behavioural involvement, potentially serving as a precursor to job involvement.

Further, Srivastava and Madan (2016) contend that engagement is driven by self-identification with work roles, sustained effort, and deep involvement in tasks. Margaretha et al. (2021) underscore the importance of psychological meaning as a key determinant of engagement, aligning with Albrecht's (2011) assertion that engagement is influenced by personal goals, adaptability, and persistent efforts directed toward organizational objectives. Engagement encompasses more than job satisfaction or loyalty; it reflects passion, commitment, and discretionary effort toward organizational success (Rai, 2012). Effective engagement also requires clear, transparent communication between employees and management, fostering trust and cohesion (Nagendra, 2014).

Job satisfaction, frequently associated with engagement, refers to the positive emotions derived from one's work experiences (Permana et al., 2021; Valentine et al., 2011). Tnay et al. (2013) define it as a combination of environmental and psychological factors that enhance employees' sense of contentment at work. Darmon (2011) emphasizes that job satisfaction reflects comfort and stability in the work environment, while intrinsic satisfaction relates to autonomy and utilization of skills (Spies, 2006). Yurchisin and Park (2010) note that internal satisfaction manifests as a sense of fulfillment derived from one's job responsibilities.

Higher job satisfaction contributes to enhanced OCB, as satisfied employees are more likely to engage in behaviors that support organizational objectives (Husin & Nurwati, 2014; Vizano et al., 2021).

The Institute of Employment Studies, as cited in Robinson et al. (2004), identifies engagement as the outcome of a reciprocal relationship between employer and employee. Fernandez (2007) differentiates engagement from satisfaction, contending that satisfaction alone does not ensure talent retention. Engagement involves passion and commitment, surpassing transactional relationships (BlessingWhite, 2008; Erickson, 2005; Macey & Schneider, 2008). Stephen Young of Towers Perrin (2007) asserts that engagement, rather than satisfaction, is the strongest predictor of organizational performance. Macey and Schneider (2008) add that while commitment and OCB may predict engagement, they do not fully substitute for it. Despite this, global surveys indicate persistent disengagement, with many employees expressing skepticism toward organizational initiatives (Dernovsek, 2008; Ellis & Sorensen, 2007; Perrin, 2003).

Due to inconsistencies in definitions and measurement methods, scholars, including Endres and Mancheno-Smoak (2008), advocate for more precise conceptual frameworks. The absence of

standardized metrics makes engagement difficult to manage, reflecting the management principle that effective management requires measurable constructs.

1.5 RESEARCH METHODOLOGY

1. Research Design

The present study adopts a descriptive and comparative research design, as it aims to analyze, describe, and compare the outcomes of the Employee Climate Survey conducted in two consecutive years — 2024 and 2025 — at United Breweries Limited (UBL). The study focuses on examining changes in employee perceptions related to employee engagement, productivity, satisfaction, and workplace culture across various dimensions such as performance management, work-life balance, inclusion, innovation, safety, and wellbeing. This design helps identify trends, improvements, and gaps in engagement factors over time, providing actionable insights for organizational development.

2. Objectives of the Study

- To evaluate and compare employee engagement levels across 2024 and 2025.
- To identify areas of improvement and decline in key engagement categories such as performance enablement, work-life balance, inclusion, and innovation.
- To assess the overall impact of engagement initiatives on employee productivity and satisfaction.
- To provide recommendations for enhancing engagement and organizational climate in the future.

3. Data Sources

The study is based on both primary and secondary data sources.

• Primary Data:

Collected directly through the Employee Climate Survey, which consisted of 42 standardized questions circulated among all executives and leadership team (LT) members. Responses were recorded on a five-point Likert scale ranging from Strongly Agree to Strongly Disagree. In 2024, 39 executives were surveyed, of which 36 responded, yielding a 92% response rate. In 2025, the same survey was administered online to 34 executives and LT members, achieving a 100% response rate.

• Secondary Data:

Secondary information was obtained from internal company reports, HR engagement records, annual reports, and literature on employee engagement, organizational behavior, and workplace satisfaction. These sources helped in forming a theoretical foundation and supporting comparative analysis.

4. Sampling Design

Sampling Technique:

The study adopts a Non-Probability Purposive Sampling Method, as the respondents were deliberately selected based on their position and involvement within the organization. Executives and Leadership Team (LT) members were chosen because they play a crucial role in driving employee engagement, performance management, and organizational culture. Their feedback provides valuable insights into engagement trends and areas of improvement.

Population:

All executives and Leadership Team (LT) members of United Breweries Limited (UBL) who participated in the Climate Survey conducted in 2024 and 2025.

Sample Size:

- 2024 Survey: 36 respondents out of 39 executives (92% response rate).
- 2025 Survey: 34 respondents out of 34 executives and LT members (100% response rate).

5. Data Collection Tool

A structured online questionnaire was used as the primary tool for data collection. The survey comprised 42 questions categorized under key organizational dimensions such as:

- Performance Management
- Employee Engagement
- Performance Enablement
- Work-Life Balance
- Inclusion
- Innovation
- Safety
- Wellbeing Index
- Direction & Alignment
- Action Planning

The Likert-scale responses captured employee perceptions and satisfaction levels across these areas, enabling quantifiable comparison between both survey years.

6. Data Analysis Techniques

The data collected from the Employee Climate Survey was analyzed using descriptive and comparative statistical methods suitable for non-probability purposive sampling. The responses were measured on a five-point Likert scale (ranging from Strongly Agree to Strongly Disagree), enabling quantitative assessment of employee perceptions across key dimensions such as employee engagement, performance management, work-life balance, inclusion, innovation, safety, wellbeing index, direction & alignment, and action planning.

The following analytical techniques were applied:

- Descriptive Analysis: Calculation of percentage distribution, mean scores, and frequency to summarize responses for each category.
- Comparative Analysis: Year-on-year comparison between 2024 and 2025 survey results to identify areas showing improvement, decline, or stability in employee engagement and satisfaction levels.
- Trend Analysis: Graphical representation through bar charts and line graphs to visually depict changes across engagement dimensions.
- Interpretation of Results: Data interpretation focused on identifying key strengths, gaps, and priority areas requiring managerial action or HR intervention.

This approach provided clear, evidence-based insights into how engagement, satisfaction, and productivity trends evolved within the organization between 2024 and 2025, helping leadership develop targeted improvement strategies.

7. Scope of the Methodology

This methodology provides an evidence-based understanding of employee engagement trends and their influence on productivity and satisfaction. The two-year comparative framework helps management recognize key drivers of engagement and identify actionable areas to enhance organizational effectiveness.

1.6 LIMITATIONS OF THE STUDY

- The study is limited to executives and leadership team members of United Breweries Limited (UBL); therefore, the results may not represent the perceptions of all employee levels within the organization.
- The research is based on self-reported data from the Climate Survey, which may include response bias or social desirability bias, as participants might provide favorable answers.
- The study primarily relies on quantitative data collected through a structured questionnaire and does not incorporate qualitative insights such as interviews or focus group discussions that could provide deeper understanding.
- Time and resource constraints restricted the scope of analysis to key engagement dimensions, leaving room for more detailed examination of individual behavioral or cultural factors in future studies.

Since organizational climate and HR practices evolve over time, the findings reflect the engagement status during the 2024–2025 period and may vary with future organizational changes or interventions.

CHAPTER-02



2.1 COMPANY PROFILE

Type of firm: Public Limited Company

Ownership: Joint venture - majority owned by Heineken N.V.
(a Dutch multinational brewing company)

Industry: Alcoholic Beverages (specifically beer brewing and distribution)

Sector: Manufacturing (FMCG – Fast Moving Consumer Goods)

Legal Structure: Registered under the Companies Act, 1956 (India)

It all began with 5 breweries in South India, the oldest of which, Castle Breweries, dates back to 1857. United Breweries, as these breweries were named in 1915, has come a very long way.

Soon afterwards, the sight of bullock carts carrying huge barrels or 'Hog's heads' containing beer became a household sight. These carts wheeled their way to customers, including British troops living in and around Madras, Bangalore and the Nilgiris. Almost immediately, the brew from UB became a favourite, especially with the British troops. So began the history of beer in India, and the history of United Breweries!

The company was bought by the late Mr. Vittal Mallya in 1947, and since then, has consistently tasted success and never looked back. Today, each one of the 89,763 outlets selling beer in India, sell at least one brand from United Breweries.

Ownership Structure

In June 2021, Heineken N.V. increased its equity shareholding in United Breweries Limited (UBL) to **61.5%**, thereby becoming the majority promoter shareholder of UBL. With this acquisition of additional shares (including the stake earlier held by the UB Group), UBL has effectively become a subsidiary of Heineken globally. This strategic ownership provides UBL with access to Heineken's international portfolio, operational capabilities, global market knowledge and best practices within the brewing industry.

2.1.1 UBL PURPOSE, VALUES, BEHAVIOURS

Purpose:

United Breweries Limited (UBL) exists to brew moments of true togetherness that inspire a better world. This guiding purpose shapes every aspect of their business, from product creation to community initiatives, as they strive to bring people closer while making a positive difference in society and the environment.



Values:

- **Courage to Dream and Pioneer:**
UBL believes in setting bold goals, embracing innovation, and challenging conventions to drive sustainable growth.
- **Care for People and Planet:**
The company prioritizes the well-being of its people, communities, and the environment, ensuring that its success contributes to a better world for all.
- **Enjoyment of Life:**
UBL values joyful experiences and believes that sharing happy moments strengthens bonds among people.
- **Passion for Consumers and Customers:**
With deep understanding of customer needs and desires, UBL crafts premium-quality beverages that foster shared success and satisfaction.



Behaviours

1. Deliver – Driving Results and Accountability

At UBL, both leaders and employees are motivated to:

- **Focus on outcomes:** Prioritize performance in areas such as brand growth, sales, cost efficiency, and customer satisfaction.
- **Take responsibility:** Each individual is expected to “own their outcome,” whether in production, marketing, or sales.
- **Meet consumer expectations:** Ensure high-quality, safe, and consistent delivery of products like Kingfisher and Heineken.
- **Work with discipline:** Adherence to compliance standards and regulations (SEBI, excise laws) is essential.
Example: UBL’s sustained market leadership in India despite competitive and regulatory challenges demonstrates a strong results-driven culture.

2. Shape – Driving Innovation and Strategic Change

At UBL, innovation and adaptability are core values:

- Challenge norms: Promote creativity and introduce innovative offerings like Heineken Silver and flavored craft beers.
- Respond to trends: Evolve the product portfolio to align with consumer preferences for healthier and premium choices.
- Lead transformation: Under CEO Vivek Gupta, UBL focuses on long-term structural growth in capability, design, and manufacturing. Example: Repositioning its brand portfolio to suit Gen Z and millennial preferences showcases UBL's proactive approach to shaping the future market.

3. Connect – Building Relationships and Collaboration

At UBL, collaboration fuels success:

- Work cross-functionally: Teams from sales, finance, supply chain, and production collaborate to balance seasonal demand and logistics.
- Engage stakeholders: Partner with governments, regulators, suppliers, and local communities to maintain transparency and trust.
- Promote inclusivity: Foster teamwork and inclusion through initiatives like *SAKhEE* that empower women in regions such as Odisha.
- Keep customers central: Product and marketing teams closely align with consumer insights to build strong brand loyalty. Example: UBL's collaboration with Heineken and government excise departments reflects its commitment to partnership and connection.

4. Develop – Growing Self and Others

UBL prioritizes continuous learning and development:

- Invest in talent: Regular training, leadership development, and functional skill-building are key HR practices.
- Foster a coaching mindset: Leaders mentor and guide teams through constructive feedback.
- Think sustainably: Growth also means investing in sustainable business practices that support future generations.

- Champion diversity: Initiatives to hire and develop women, especially in manufacturing and field operations, are strongly encouraged. Example: UBL's sustainability initiatives and Heineken-led leadership programs highlight its commitment to people development and long-term progress.



2.1.2 Services and Business Focus

UBL's primary business revolves around brewing, packaging, marketing, and distribution of alcoholic and non-alcoholic beverages.

a) Brewing and Manufacturing:

Produces a wide portfolio of lager, strong, and premium beers catering to various price segments. Operates multiple breweries across India with advanced facilities for production and quality assurance.

Uses high-quality ingredients like malt, hops, and yeast under stringent quality control standards.

b) Marketing and Brand Management:

Strong emphasis on brand experience through sports, music, and lifestyle sponsorships (e.g., Kingfisher Calendar, IPL, Sunburn).

Implements a digital-first marketing approach, connecting with millennials via social media and influencer engagement.

c) Distribution and Logistics:

UBL follows an intensive distribution strategy ensuring wide reach across India.

Supplies to bars, restaurants, retail stores, and e-commerce platforms in states permitting alcohol delivery.

Exports to over 50 countries, strengthening its international footprint.

d) Innovation and Product Diversification:

Focused on premiumization through products like Kingfisher Ultra Max and Heineken Silver.

Expanding portfolio to include low-alcohol and non-alcoholic beverages to capture health-conscious consumers.

Experimenting with craft-style brews and sustainable packaging solutions.

2.1.2.1 Business Focus Areas

a) Customer-Centricity:

UBL prioritizes understanding consumer preferences and delivering high-quality, affordable beverages that align with evolving tastes.

b) Premiumization and Global Expansion:

With growing demand for premium beer in India, UBL's strategy focuses on upgrading consumers from regular to premium offerings while expanding exports to Asian and African markets.

c) Sustainability and Responsibility:

UBL integrates sustainability across its operations by:

Reducing water usage and carbon footprint.

Promoting "Enjoy Responsibly" campaigns to discourage excessive drinking.

Supporting local communities and farmers through procurement programs.

d) Digital Transformation:

Adoption of data analytics, IoT-enabled brewing systems, and e-commerce collaborations to enhance efficiency and consumer reach.

e) Brand Experience:

UBL positions itself as more than a beverage brand — it's a lifestyle brand associated with joy, friendship, and celebration.

2.1.2.2 Service Excellence

Although primarily a manufacturing company, UBL provides comprehensive service excellence through:

Customer relationship management (CRM) with retailers and distributors.

After-sales service to horeca partners (hotels, restaurants, cafés) ensuring proper storage and serving conditions.

Training and development for partners on responsible retailing and product presentation.

Event collaborations to enhance brand presence and consumer engagement.

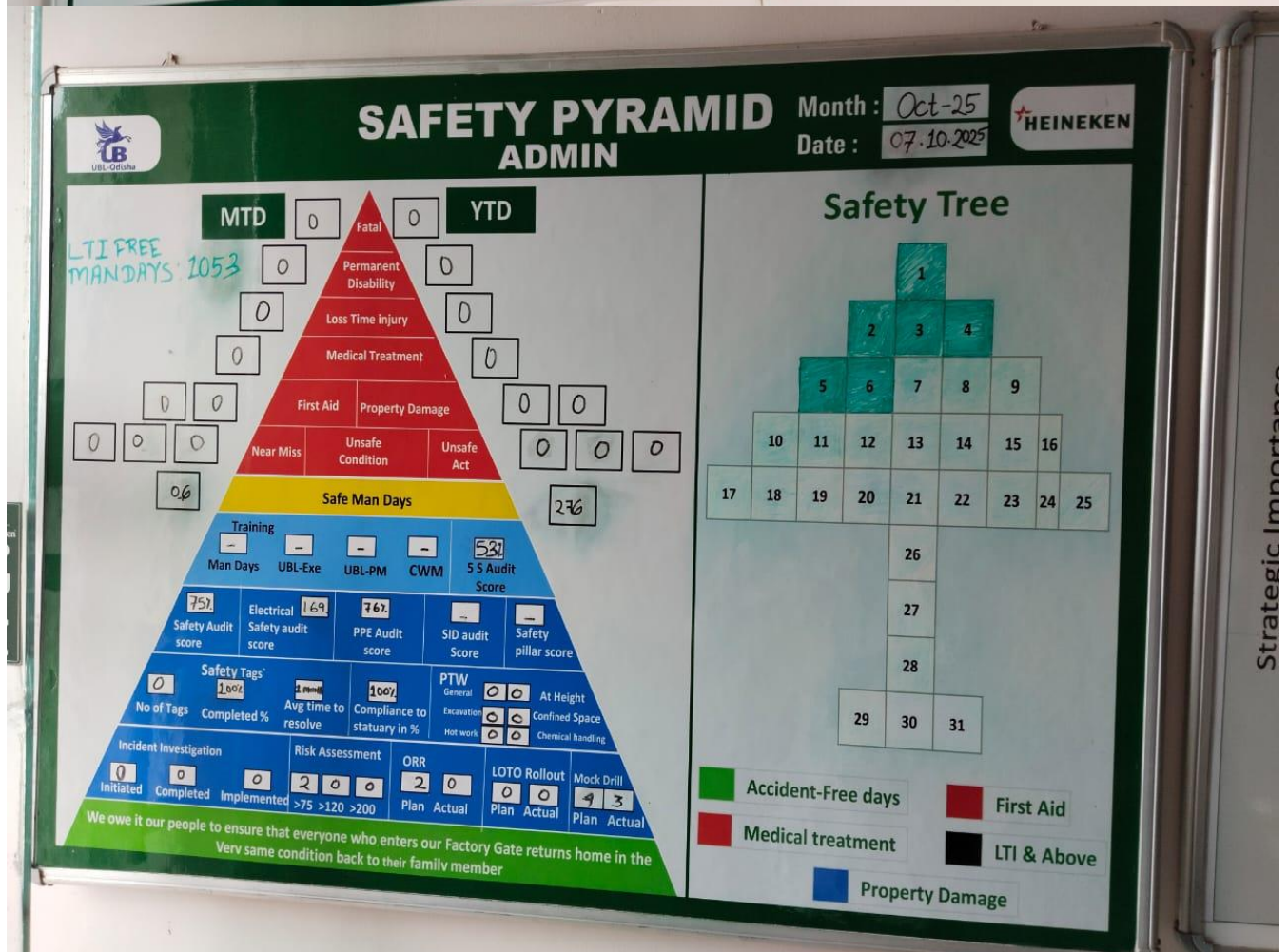
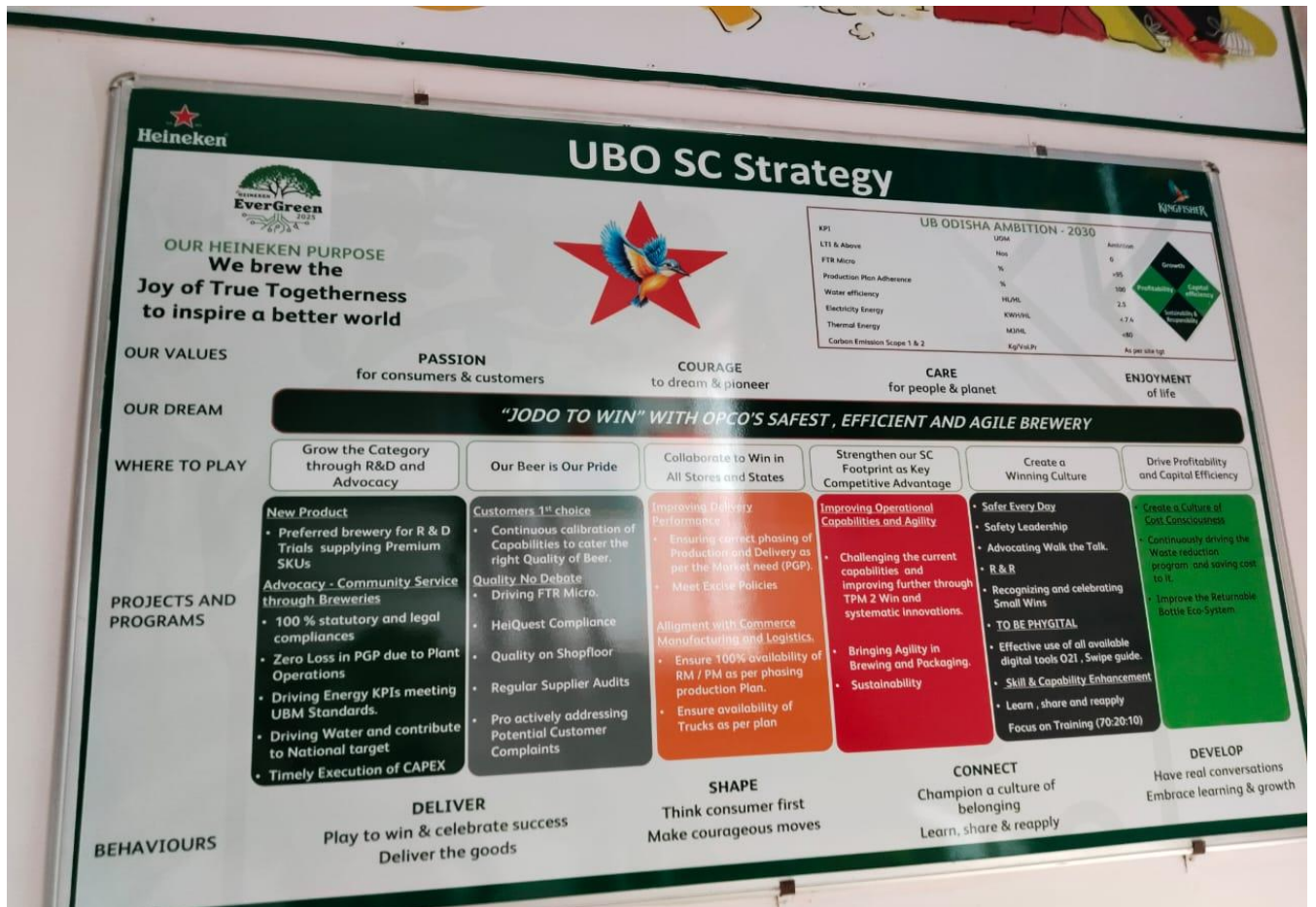
2.1.2.3 Strategic Vision

UBL's business focus aligns with its long-term vision of becoming India's most trusted and sustainable beverage company by:

Strengthening its leadership in the beer market .

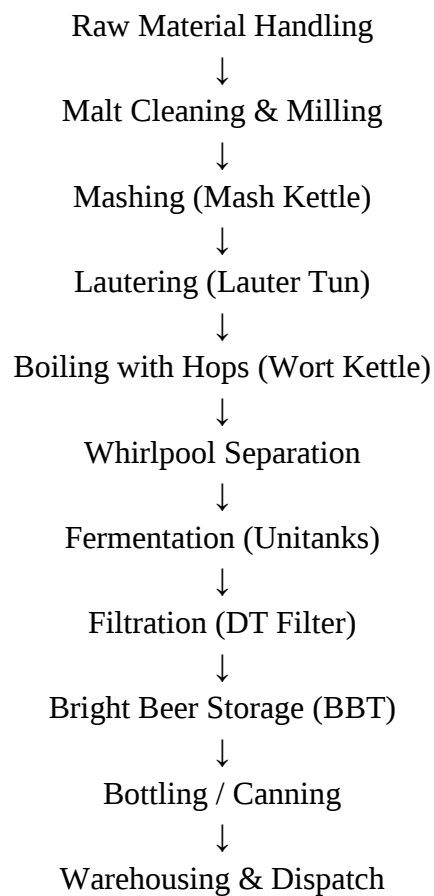
Driving innovation and premium growth .

Building a responsible, inclusive, and performance-driven culture





2.1.3 OVERALL PROCESS FLOW



2.1.3.1 Process Flow of Beer Manufacturing

United Breweries Limited – Khordha Unit

The beer manufacturing process at the **United Breweries Limited (UBL), Khordha unit** follows a systematic brewing process consisting of five major stages: **raw material handling, brewing, fermentation, filtration, and packaging**. The primary ingredients used in beer production are **malt, broken rice (adjunct), sugar, hops, yeast, and water**. Each stage is carefully controlled to ensure product quality and consistency.

1. Raw Material Handling

The brewing process begins with the storage and preparation of raw materials. Malt is stored in **malt silos**, while adjuncts such as broken rice and sugar are stored separately. The malt is first cleaned using a **classifier (de-stoner and screener)** to remove impurities such as dust and stones. After cleaning, the malt is crushed in a **roller mill**, which breaks the grain and exposes the starch required for sugar extraction during brewing. Broken rice and other adjuncts are processed in an **adjunct kettle** before being mixed with malt.

2. Brewing

In the brewing stage, the crushed malt is mixed with hot water in a **mash kettle**. This process, known as **mashing**, activates natural enzymes in the malt that convert starch into fermentable sugars. The mixture is then transferred to the **lauter tun**, where the liquid portion called **wort** is separated from the solid grain residues. The extracted wort is then boiled in the **wort kettle**, where **hops** are added to provide bitterness, aroma, and flavor to the beer. After boiling, the wort is sent to the **whirlpool tank**, where solid particles and hop residues are separated from the liquid.

3. Fermentation

The clarified wort is cooled and transferred to **fermentation tanks (unitanks)**. Yeast is added to initiate fermentation, during which the yeast converts fermentable sugars into **alcohol and carbon dioxide**. This stage is crucial because it determines the alcohol content, taste, and aroma of the beer. The fermentation process is carried out under controlled temperature conditions to maintain product consistency.

4. Filtration and Bright Beer Storage

After fermentation, the beer undergoes **filtration using a DT (Diatomaceous Earth) filter** to remove yeast particles and suspended solids. This process improves the clarity and stability of the beer. The filtered beer is then stored in **Bright Beer Tanks (BBT)** where carbonation levels are adjusted and final quality checks are conducted before packaging.

5. Packaging, Warehousing, and Dispatch

In the final stage, the finished beer is filled into bottles and cans using automated **bottling and canning lines**. The packaged products are stored in a **bonded warehouse** before distribution. Finally, the products are dispatched to distributors and retailers through the company's logistics network.

2.1.4 HR Policies and Practices

1. Remuneration Policy

- UBL has a formal Remuneration Policy which covers Key Managerial Personnel (KMP), Senior Management, and other employees. ([unitedbreweries.com](https://www.unitedbreweries.com))
- The compensation for senior levels is benchmarked and reviewed, and any revision has to be recommended by a Committee and approved by the Board. ([unitedbreweries.com](https://www.unitedbreweries.com))
- For other employees, remuneration is linked to their grade, with annual increments based on performance appraisals by department heads. ([unitedbreweries.com](https://www.unitedbreweries.com))

2. Code of Business Conduct & Ethics; Speak Up Policy

- UBL has a Code of Business Conduct & Ethics for all employees, with emphasis on ethical behavior, equal opportunity, harassment prevention, etc. ([unitedbreweries.com](https://www.unitedbreweries.com))
- A “Speak Up” policy is in place (aligned with Heineken’s global policy) so employees can report misconduct, discrimination, or violations without fear of retaliation. ([unitedbreweries.com](https://www.unitedbreweries.com))

3. Equal Opportunity / Non-discrimination / Prevention of Harassment

- UBL’s policies ensure equal work opportunities, and strict prohibition of discrimination or harassment. ([unitedbreweries.com](https://www.unitedbreweries.com))
- They follow legal/statutory norms such as the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. ([unitedbreweries.com](https://www.unitedbreweries.com))

4. Health, Safety, and Wellness

- Safety is treated as a core value (“Safety First, Safety Always”) across occupational safety, in-plant traffic safety, process safety etc. Regular risk assessment and safety training are practiced. ([idbidirect.in](https://www.idbidirect.in))
- Medical insurance, free annual health check-ups, ergonomic workstations, wellness programs (including physical & mental health) are provided. ([Capital Market](https://www.CapitalMarket.com))
- For brewery employees specifically, there are provisions like nutritious breakfast at the start of the day. ([idbidirect.in](https://www.idbidirect.in))

5. Work Flexibility

- Some flexibility is allowed: for eligible roles, manager-led work-from-home options. ([ETHRWorld.com](https://www.ETHRWorld.com))
- Option to start and end work early (± 2 hours) in some cases, depending on role & business needs. ([Capital Market](https://www.CapitalMarket.com))

6. Training, Development & Career Growth

- UBL runs training programmes like *Brewing Young Minds* for new hires (especially campus recruits) to get them up to speed. ([ETHRWorld.com](https://ethrworld.com))
- There are personalized development plans for employees; collaboration with external institutions / Heineken Learning Academy for global, function-oriented learning modules. ([ETHRWorld.com](https://ethrworld.com))
- For workmen, technical & behavioural skill building via programmes and collaboration with ITI colleges. ([Capital Market](https://capitalmarket.com))

7. Industrial Relations & Labor Law Compliance

- UBL has concluded Long Term Settlements at various brewery locations. ([The Economic Times](https://theeconomic-times.com))
- They engage third-party compliance partners (e.g. “Aprajitha”) for ensuring labor law compliance across breweries. ([The Economic Times](https://theeconomic-times.com))

8. Policy on Privacy & Employee Data

- When applying for roles, UBL collects personal data (identity, qualifications, etc.) for due diligence. They have a Privacy Policy covering this. (unitedbreweries.com)

2.2 CAPITAL STRUCTURE

Capital Structure Summary (₹ in Lakhs)

Particulars	As at March 31, 2025	As at March 31, 2024
Current borrowings	57485	7741
Lease liabilities	4513	2462
Less: Cash and cash equivalents	(34192)	(12915)
Less: Other bank balances	(934)	(1,328)
Net Debt	26,872	(4,040) <i>(net cash position)</i>
Equity share capital	2644	2644
Other equity (Reserves & Surplus)	4,33,748	4,15,190
Non-controlling interest	572	522
Total Capital (Equity + Reserves + NCI)	436964	418356
Gearing Ratio (Net debt / Total capital)	6.15%	<i>(negative, as company was net cash in 2024)</i>

Interpretation

- Equity capital = ₹ 2,644 lakhs
- Reserves and surplus (other equity) = ₹ 4,33,748 lakhs

- Total equity-based capital = ~₹ 4,36,964 lakhs
- Debt is very low relative to equity, resulting in a gearing ratio of only 6.15%.
- This shows that UBL is a low-leverage company, primarily financed through equity rather than debt.
- The company maintains a strong capital position with significant reserves, ensuring financial stability and flexibility for future investment.

1. Quantitative Analysis

Particulars	FY 2024–25	FY 2023–24	Change (%)	Remarks
Revenue from Operations	₹19,444.44 crore	₹18,450.70 crore	+5.37%	Driven by strong demand in premium beer segment and distribution efficiency.
Profit Before Tax (PBT)	₹597.71 crore	₹556.33 crore	+7.4%	Reflects improved cost management and lower input cost volatility.
Net Profit (PAT)	₹442.41 crore	₹410.86 crore	+7.67%	Profitability improved due to better margins and premium product mix.
EBITDA Margin	11.5%	10.8%	↑ 0.7%	Indicates operational efficiency and cost optimization.
Net Worth	₹4,359.15 crore	₹4,188.52 crore	+4.07%	Growth in reserves through retained earnings.
Debt-to-Equity Ratio	0.06 : 1	0.00 : 1	Slight increase	Low leverage indicates financial stability.
Earnings per Share (EPS)	₹16.72	₹15.52	+7.7%	Consistent earnings growth for shareholders.

2. Qualitative Analysis

a. Revenue Growth & Market Position

- UBL maintained market leadership in the Indian beer industry with an estimated over 50% market share.
- Revenue increased mainly due to premiumization — growth in high-margin brands like *Kingfisher Ultra* and *Heineken Silver*.
- Export volumes also improved modestly, supported by stronger presence in Asia-Pacific markets.

b. Cost Efficiency & Profitability

- Despite inflationary pressures, raw material cost control (especially malt and packaging) and operational efficiency improved margins.
- UBL adopted sustainable sourcing and supply chain digitization, which reduced logistics and wastage costs.
- EBITDA and PAT margins reflect strong financial discipline.

c. Balance Sheet Strength

- Maintained a very low debt level (Debt-to-Equity 0.06:1), ensuring flexibility for future expansion.
- Strong reserves and surplus provide internal financing capacity.
- Improved return on capital employed (ROCE) due to higher profitability.

d. Strategic & Operational Developments

- Continued focus on innovation and brand renovation, including premium variants of Kingfisher and Heineken.
- Expansion of production capacity at breweries in Maharashtra and Odisha improved supply chain resilience.
- Emphasis on sustainability and water conservation initiatives under Heineken's "Brewing a Better World" program.

e. Human Resource & Governance

- Employee productivity and engagement programs strengthened, contributing indirectly to operational efficiency. Continued adherence to robust corporate governance, transparency, and ethical standards.

2.3 SWOT ANALYSIS

Strengths:

- Market leader in the Indian beer industry with over 50% market share.
- Strong and iconic brand portfolio including Kingfisher, Heineken, and Amstel.
- Backed by global parent Heineken N.V., providing access to international expertise, technology, and capital.
- Extensive nationwide distribution network and presence across 50+ export markets.
- Strong financial position with low debt and high reserves, enabling sustainable growth.
- Consistent focus on employee engagement, safety, and innovation, supporting organizational productivity.

Weaknesses:

- Heavy dependence on state-level excise policies and government regulations that vary across India.
- Limited diversification beyond alcoholic beverages compared to global peers.
- Restricted advertising options due to legal bans on direct alcohol promotions, affecting brand communication.
- Dependence on seasonal demand cycles (higher sales in summer months).

Opportunities:

- Rising demand for premium, craft, and non-alcoholic beer in India and international markets.
- Increasing urbanization and disposable income driving consumption growth.
- Government initiatives promoting “Make in India” and easing manufacturing regulations.
- Scope for sustainable brewing technologies and eco-friendly packaging aligned with ESG goals.
- Expansion in digital marketing and experiential branding to reach younger consumers.

Threats:

- Intense competition from global players such as AB InBev (Budweiser, Corona) and Carlsberg.
- Regulatory uncertainty regarding alcohol taxation and state restrictions on sales and advertising.
- Health-conscious consumer trends may shift demand toward low-alcohol or non-alcoholic alternatives.
- Volatility in raw material prices (malt, barley, packaging) and supply chain disruptions.

2.4 INDUSTRY ANALYSIS

Basic Objective

UBL follows a dual objective:

1. High sale, low margin – through mass-market beer brands like Kingfisher Premium and Kingfisher Strong, which are widely distributed and drive high volume sales.
2. High margin, low sale (High-value products) – through premium international and craft brands such as Heineken, Kingfisher Ultra, Kingfisher Ultra Max, and Amstel, which yield higher profit margins and target niche customers.

1. Structure of the Company

- Type: Public Limited Company
- Parent Organization: Majority owned by Heineken N.V. (Netherlands)
- Structure: Functional–hierarchical
 - Chairman
 - MD
 - CEO
- Functional Heads: Finance, Marketing, HR, Operations, Legal
- Plant Managers & Regional Heads – handle brewery operations across states
- Manufacturing Locations: 19+ breweries across India (including Khordha, Mumbai, Bengaluru, etc.)

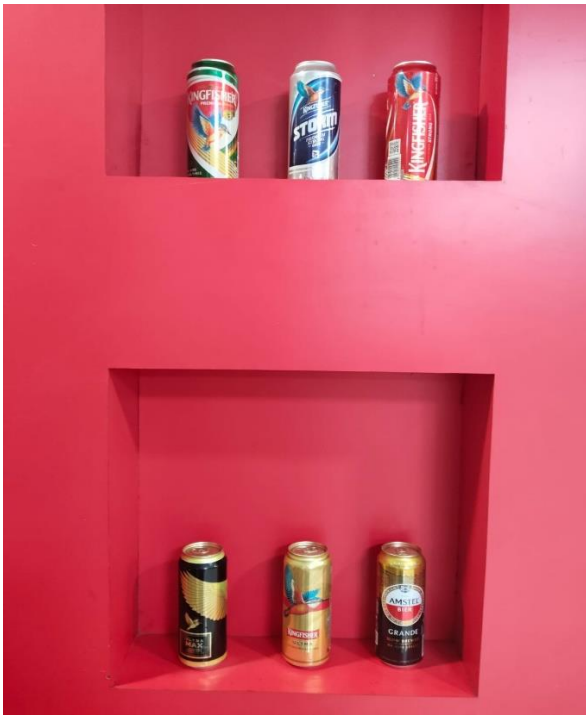
2. Product Details

Category	Brands	Description
Mass Segment	Kingfisher Premium, Kingfisher Strong	Popular beers with high sales volume
Premium Segment	Kingfisher Ultra, Ultra Max, Heineken, Amstel	High-margin, premium positioning
Non-Alcoholic & Specialty	Kingfisher Radler, Kingfisher Ultra Non-Alcoholic	Targeting health-conscious and young audiences
Limited Editions / Craft	Kingfisher Ultra Witbier	Focus on urban consumers and pubs

2.4.1 PRODUCT FEATURES MATRIX – INDIAN BEER INDUSTRY

Brand	Core Product	Alcohol Content (%)	Taste Profile	Price Range (INR)	Packaging Options	Unique Selling Proposition (USP)
Kingfisher Premium (UBL)	Lager	4.8	Crisp, mildly bitter	120–150	Bottle, Can, Draught	“King of Good Times” – fun, sociable image
Kingfisher Ultra / Ultra Max (UBL)	Premium Lager	5.0–6.0	Smooth, strong, refined	160–220	Bottle, Can	Premium lifestyle appeal
Budweiser (AB InBev)	American Lager	5.0	Balanced malt flavor	180–220	Bottle, Can	International premium brand
Corona (AB InBev)	Light Beer	4.5	Smooth, refreshing	250–300	Bottle	Beach-inspired, global leisure vibe
Carlsberg Smooth (Carlsberg India)	Premium Lager	4.6	Mellow, easy-drinking	150–180	Bottle, Can	European brewing heritage
Tuborg (Carlsberg India)	Standard Lager	4.8	Mild and refreshing	120–150	Bottle, Can	Youthful, modern appeal
Bira 91 Blonde / White (Craft)	Ale/Wheat	4.5–5.0	Fruity, aromatic	180–250	Bottle, Can	India’s first modern craft beer brand





3. Price

- Value-based pricing for mass-market brands to encourage higher consumption.
- Premium pricing for high-value international and craft beer brands.
- Prices vary by state due to excise duties but generally range from ₹120 to ₹300 per bottle (depending on brand and size).

4. Place (Distribution)

- Extensive distribution network: Presence in all major Indian states and 50+ countries.
- Channels:
 - Retail outlets (wine shops, beer shops)
 - On-trade: bars, pubs, restaurants, hotels
 - Off-trade: supermarkets, convenience stores
- Logistics: Centralized production with strong supply chain coordination ensuring fresh and quality beer distribution.

5. Promotion

- Advertising & Branding:

- UBL cannot directly advertise alcoholic beverages due to legal restrictions, so it uses surrogate marketing (e.g., Kingfisher Calendar, Kingfisher Airlines, Kingfisher Fashion Week, Kingfisher Swimsuit Calendar).
- Sports sponsorships: IPL (Royal Challengers Bangalore), Football (Kingfisher East Bengal), Formula 1.
- Digital Campaigns: Focus on youth engagement through social media, music events, and festivals.

6. Customer Segment

- Mass Segment: Middle-income consumers (18–40 years), urban and semi-urban males preferring affordable beer.
- Premium Segment: High-income professionals, urban youth, and international consumers who prefer quality and brand image over price.

7. Positioning Strategy

- Kingfisher: “The King of Good Times” — positioned as a fun, youthful, aspirational brand symbolizing enjoyment and celebration.
- Heineken: “Open Your World” — positioned as a global, sophisticated, and premium brand.
- Ultra Series: Positioned for modern, lifestyle-oriented, and status-driven consumers.

8. Branding Strategy

- Umbrella Branding: Kingfisher brand extends across multiple product lines (beer, calendar, airlines, packaged drinking water).
- Lifestyle Association: Builds emotional connection through fashion, sports, and music.
- Premiumization: Gradual shift toward high-margin premium beers (Heineken, Ultra Max) to strengthen profitability.

Consistency: Maintains strong brand identity, logo, and color schemes that convey trust and excitement.

2.4.2 PROFILE OF THE BUSINESS UNIT

Khordha Brewery – Odisha Plant Structure

The Khordha Brewery of United Breweries Limited (UBL), established around 2007–08 as a greenfield project, operates as one of the company’s key regional manufacturing units. The plant follows a structured organizational framework similar to other UBL breweries across India, ensuring operational efficiency, quality control, and sustainable practices.

1. Plant Leadership

- **Plant Head / Unit Head – Operations:**

The overall in-charge of the brewery, responsible for end-to-end operations, production efficiency, and plant performance. The role typically commands a compensation range of ₹37 lakhs to ₹52 lakhs per annum, reflecting its strategic importance in ensuring productivity, compliance, and alignment with corporate goals.

2. Functional Departments

- **Production Department:**

Manages the complete brewing process, including mashing, fermentation, filtration, and packaging. Ensures product consistency and adherence to quality standards.

- **Process Department:**

Oversees the brewing operations, monitoring process parameters to maintain product quality and yield efficiency.

- **Quality Assurance (QA):**

Ensures compliance with both internal and external quality standards, monitors raw material and finished product specifications, and upholds regulatory and food safety requirements.

- **Utility / Asset Care Department:**

Responsible for maintenance of machines and utilities, ensuring uninterrupted operations through preventive and predictive maintenance systems.

- **Commercial / Stores Department:**

Coordinates with distributors, depots, and internal stakeholders for supply chain management. Manages procurement of raw materials such as barley, hops, yeast, and packaging materials, and oversees inventory control and warehousing.

- **Environment, Safety & Health (ESH) Department:**

Ensures adherence to environmental, safety, and occupational health regulations. The department monitors plant safety protocols, statutory compliance, and promotes a culture of safe and sustainable operations.

- **Human Resources (HR) Department:**

Manages all people-related functions, including recruitment, training and development, industrial relations (IR), employee relations (ER), employee engagement, welfare initiatives, and payroll management. HR plays a crucial role in fostering an engaged and productive workforce.

3. Cross-functional Committees & Reporting

- **Safety Committee:** Includes members from Ops, QA, HR, and EHS.
- **Plant Review Meetings:** Weekly or monthly review of safety metrics, production efficiency, quality KPIs, and cost targets.
- **Department Heads** report directly to the Unit Head/GM, who then liaises with regional leadership at UBL's corporate office in Bengaluru.

4. CSR & Community Engagement

UBL's Khordha Brewery is deeply committed to Corporate Social Responsibility (CSR), with a strong focus on community welfare and sustainable water access in nearby areas.

- **Safe Drinking Water Initiatives:**

The brewery supports water projects benefiting over 44,000 residents across 18 villages and local institutions, including the District Headquarters Hospital, Khordha.

These projects are implemented in collaboration with Spring Health Water India and include chlorine dioxide water treatment, RO plant installations, and local water stations to ensure safe and clean drinking water access.

5. Workforce Structure

The workforce at the Khordha Brewery is broadly categorized into two employment types:

- **Permanent Employees:** These include executives, leadership team members, and operators directly employed by UBL.
- **Contractual Employees:** Hired through external agencies for specific operational or maintenance support functions, ensuring flexibility in manpower management.

The plant operates on a **shift-based system** to maintain continuous production efficiency and ensure round-the-clock operations:

- **A Shift:** 6:00 AM – 2:00 PM
- **B Shift:** 2:00 PM – 10:00 PM
- **C Shift:** 10:00 PM – 6:00 AM
- **General Shift:** 10:00 AM – 6:00 PM

The total workforce at Khordha Brewery consists of:

- **Leadership Team (LT) Members:** 8
- **Executives:** 27
- **Operators / Associates:** 69

This structured division ensures clear role accountability and effective coordination across departments.

6. Leave and Holiday Structure

To maintain employee well-being and work-life balance, the plant follows a structured leave policy and holiday schedule:

- **Privilege Leave (PL):** ## days annually
- **Casual Leave (CL):** ### days annually
- **Sick Leave (SL):** ## days annually
- **Special Leave:** ## days annually
- **Official Holidays:** ## days per year

2.4.2.1 STRATEGIC PLAN FOR THE BUSINESS:

EverGreen Strategy

To strengthen the foundation for long-term growth and resilience, United Breweries Limited (UBL) has adopted **The HEINEKEN Company's 'EverGreen' strategy**, which focuses on sustainable and balanced value creation in an evolving market environment. The organization is committed to ensuring responsible growth by integrating sustainability into every aspect of its operations. This approach promotes a culture where sustainability becomes a shared responsibility across all functions. UBL continues to emphasize excellence in product quality, consumer satisfaction, innovation, and inclusiveness, ensuring that these values remain at the heart of the company's progress.

Green Diamond

At the core of the EverGreen strategy lies The HEINEKEN Company's **'Green Diamond' value creation model**, which emphasizes a balanced approach to **growth, profitability, capital efficiency, and**

sustainability. The Green Diamond framework reflects the company's strategic intent to harmonize short-term business delivery with long-term sustainable development. It aims to drive steady top-line growth while maximizing stakeholder value through a responsible and forward-looking business model.

Advancing Innovation and Premium Product Growth

Driven by a **consumer-first philosophy**, UBL places innovation at the center of its growth journey. The company continues to expand its diverse product portfolio across the mainstream, premium, and economy beer categories. Recent launches such as **QUEENFISHER Premium, London Pilsner, and Heineken Silver Draught Beer** exemplify UBL's ability to innovate in line with shifting consumer preferences toward premium and quality-driven beverages. The ongoing premiumization trend reflects the growing demand for unique flavors and superior beer experiences. By anticipating these market shifts, UBL has successfully strengthened its position and established a sustainable foundation for future category expansion.

Strengthening Supply Chain Excellence

To support its growth ambitions, UBL has been **enhancing supply chain efficiency and manufacturing capacity**, particularly for its premium and specialty beer segments. The company's focus is on building a reliable, agile, and sustainable supply network that delivers greater value to both customers and business partners. As UBL scales up operations, it continues to uphold its **commitment to environmental responsibility** through initiatives aimed at achieving **Net Zero Carbon emissions and water neutrality**. Furthermore, strong adherence to health, safety, and compliance standards ensures that people and processes remain protected while delivering operational excellence.

Cultivating an Inclusive and Empowered Workforce

UBL recognizes that **its people are its most valuable asset**. Through the Inclusion & Diversity Council, the company promotes equality of opportunity and embeds inclusive practices within its **Diversity, Equity, and Inclusion (DEI)** framework. As of FY 2023–24, **women represent 18.4% of UBL's executive workforce**, with **36% participation at the executive cadre level**. UBL continuously invests in nurturing talent through structured learning and development programs that enhance employee skills and build leadership capabilities, ensuring a strong and future-ready workforce.

Commitment to Responsible and Sustainable Operations

UBL is deeply committed to operating with **ethics, sustainability, and social responsibility** at its core. The company's sustainability framework, "**Brew a Better India**," focuses on creating a positive impact across three key pillars — **Environment, Social, and Responsible practices**. Through various sustainability and CSR projects, UBL continues to contribute to environmental conservation, community development, and responsible business conduct, reaffirming its dedication to long-term societal well-being.

Accelerating Digital Transformation

As UBL continues its evolution into a **digitally empowered organization**, the company has made significant progress in strengthening its technological infrastructure. This digital transformation is designed to **simplify, automate, and modernize** business processes across the value chain, enhancing overall efficiency and productivity. By embedding digital tools and analytics into its operations, UBL aims to become more agile, data-driven, and future-ready — unlocking new opportunities for growth and

innovation.

2.4.3 JOB PROFILE OF KEY TEAM MEMBERS

1. **Human Resources (HR) Department**

- HR manager: Ms. Sony Mehta
- Unit Head: Sudhi Ranjan Behera

Job Profile:

- Talent Acquisition: Managing recruitment for plant, sales, corporate, and field functions.
- Employee Engagement: Organizing employee engagement programs, grievance handling, team-building activities.
- Compliance & Policy Implementation: Ensure adherence to labor laws, ESI, PF, POSH, etc.
- Training & Development: Skill enhancement through training plans, TPM trainings, leadership development.
- HR Analytics: Monitoring attrition, manpower planning, attendance (via MyTime), and dashboard reporting.

2. **Production Department**

- Production Manager: Mr. Nabin Ku. Das Mohapatra Job Profile:
- Daily Manufacturing Operations: Supervision of brewing, bottling, packaging.
- Resource Planning: Managing manpower, raw materials (malt, hops, water), and machinery usage.
- Efficiency Monitoring: Implementing KPIs (like OEE, downtime, yield), minimizing wastage.
- TPM Implementation: Participating in Kaizens, root cause analysis (RCA), and continuous improvement projects.
- Compliance: Ensuring hygiene, sanitation, and audit readiness.

3. **Process Department**

- Process Manager: Mr. Atanu Dash

Job Profile:

- Brewing Operations: Monitoring fermentation, filtration, and maturation cycles.
- Recipe Adherence: Ensuring standardization of beer batches across plants.
- Quality & Process Control: Troubleshooting deviations in pH, gravity, temperature, etc.
- Automation Handling: Managing SCADA/DCS systems for process automation.
- Process Improvements: Reduce energy and water usage per HL of beer.

4. **Safety (EHS) Department**

- Safety Manager: Subrata roy Job Profile:
- Compliance & Audits: Ensuring factory adherence to safety laws (Factories Act, ISO 45001).
- Risk Assessments: Conducting HAZOP, HIRA, and behavior-based safety assessments.
- Training: Conducting safety drills, toolbox talks, fire-fighting training, and contractor safety programs.
- Incident Investigation: Root cause analysis of near misses and accidents.
- Reporting: Regular EHS reporting to corporate and legal bodies.

5. **Utility Department**

- Utility Manager: Sanjaya Kumar Sahoo

Job Profile:

- Plant Services Maintenance: Managing boilers, chillers, compressors, water treatment plants (ETP/STP).
- Energy Management: Reducing power, steam, and water consumption (Sustainability KPIs).
- Breakdown Prevention: Routine maintenance, AMCs, and spares management.
- TPM Pillars: Supporting JH (Jishu Hozen), PM (Planned Maintenance), and Kaizens.

6. **Quality Assurance (QA) Department**

- QA Manager: Harish J Job Profile:
- Product Testing: Raw material, in-process, and final product testing for alcohol content, bitterness, clarity, pH, etc.
- Microbial Analysis: Ensuring beer is free of spoilage organisms.
- ISO & FSSAI Compliance: Maintaining lab standards per ISO 9001, ISO 22000, HACCP.
- Documentation: SOP management, calibration logs, testing records.
- Customer Complaints: Investigate, analyze root causes, and implement CAPAs.

7. **P&L / Commercial (Sales, Finance & Strategy)**

- Commercial Manager: Sanghamitra Mishra Job Profile:
- P&L Ownership: Revenue planning, cost control, and gross margin improvement.
- Sales Operations: Overseeing route-to-market, secondary sales, pricing, and distributor management.
- Budgeting & Forecasting: Working with SAP/ERP for cost reports, budgeting, and business analysis.
- Business Intelligence: Monitoring SKU-wise performance, market trends, and competition.
- Liaison: With government bodies for excise compliance, permits, and pricing approvals.

AWARDS & INDUSTRY RECOGNITION



Figure :2.2



Figure:2.3

2.4.4 PORTER’S FIVE FORCES MODEL – United Breweries Limited (UBL)

Force	Description	Impact Level
Threat of New Entrants	High entry barriers due to strict licensing, excise duties, and capital investment needs. Strong brand loyalty (Kingfisher) discourages new players, though craft breweries are emerging.	Medium
Bargaining Power of Suppliers	Raw materials like barley, malt, and packaging are locally available. UBL’s scale allows it to negotiate better deals, though imported hops give some suppliers leverage.	Low
Bargaining Power of Buyers	Consumers are price-sensitive but increasingly brand-conscious. Availability of premium options from Budweiser and Carlsberg increases buyer power.	Medium to High
Threat of Substitutes	High substitution threat from spirits, wines, and non-alcoholic beverages. Growing health awareness drives consumers to low-alcohol alternatives.	High
Industry Rivalry	Intense competition from AB InBev, Carlsberg, and emerging craft brands. Differentiation relies on brand strength, pricing, and marketing innovation.	High

2.4.5 EMERGING TRENDS IN THE INDIAN BEER INDUSTRY

a) Product Life Cycle (PLC) Stage

The Indian beer industry is in the growth to maturity stage of the PLC.

- Growth phase: Rising disposable incomes, changing lifestyles, and urban youth culture continue to expand demand.
- Maturity indicators: Market consolidation, premiumization, and diversification of portfolios (craft, low-alcohol, non-alcoholic beer).
- UBL’s *Kingfisher* brand is mature but sustained by new variants like *Kingfisher Ultra Max* and *Heineken Silver*.

b) Rate of Growth

- Industry growth rate: ~8–10% annually (post-pandemic recovery).
- Premium beer segment growing faster at 12–15% per year, driven by urban consumers.
- Growth supported by increasing acceptance of social drinking and expansion into Tier-2 and Tier-3 cities.

c) Marketing Dynamics

- Shift from mass advertising to experience-driven marketing — sponsorships in sports, music festivals, and lifestyle events.
- Growing focus on digital marketing, influencer tie-ups, and personalized campaigns.
- Premium brands like *Heineken* and *Budweiser* focus on global identity and sophistication, while *Kingfisher* retains a “fun, social, and youthful” positioning.

d) Changes in Consumer Needs

- Preference moving toward premium and flavored beers.
- Rising demand for low-calorie, non-alcoholic, and craft beers.
- Consumers seek authentic experiences, not just beverages — e.g., brewery visits, themed events, and eco-conscious packaging.

e) Innovation in Technology

- Adoption of automation and IoT in brewing and packaging to improve quality control.
- AI-driven demand forecasting and data analytics for inventory management.
- Development of sustainable brewing technologies — reducing water use and carbon footprint.

f) Changes in Regulatory Environment

- Excise duties and licensing vary by state, posing operational challenges.
- Increasing discussions around lowering beer taxes to shift consumers from hard liquor to lower-alcohol beverages.
- Stringent advertising laws limit direct promotion of alcoholic products, encouraging surrogate and event marketing.
- Growing regulatory focus on environmental sustainability and responsible drinking.

CHAPTER-03

3.1 COMPETITOR ANALYSIS

3.1.1 KEY MARKET TRENDS OF INDIAN BREW MARKET

The market is expected to expand at a compound annual growth rate of 5.25 percent from 2025 to 2035.

By 2035, the market valuation is anticipated to reach 23.5 USD Billion, reflecting increasing consumer demand. In 2024, the market is valued at 13.40 USD Billion, showcasing a solid foundation for future growth.

Growing adoption of craft beer due to changing consumer preferences is a major market driver.

2024 Market Size	13.40 (USD Billion)
2035 Market Size	23.41 (USD Billion)
CAGR (2025-2035)	5.20%

3.1.2 Key Players in the Indian Beer Industry

The Indian beer market is characterized by a mix of major multinational corporations, prominent Indian breweries, and other notable regional brands, making it an oligopolistic industry with a few dominant players controlling most of the market share.

The Major Players are United Breweries, Anheuser-Busch InBev SA NV, Arbor Brewing Company India, Carlsberg India Private Limited, Devans Modern Breweries Ltd, SOM Distilleries and Breweries Limited, Gateway Brewing Company, Delhi-6 Beer, Khemani Group, In brew Beverages.

1. United Breweries Limited (UBL)

- India's largest brewery, holding around 50–52% market share.
- Now majority-owned by Heineken N.V., a global brewing leader.

- Its flagship brand is Kingfisher, widely recognized across all segments (Kingfisher Premium, Strong, Ultra, Ultra Max).
- UBL also markets Heineken and Amstel in India's premium segment.



2. Anheuser-Busch InBev (AB InBev)

- A global brewing giant with a significant presence in India.
- Produces and markets brands such as Budweiser, Budweiser Magnum, Corona, and Hoegaarden.
- Focuses on premium and super-premium segments, especially in metro cities and urban markets.



3. Carlsberg India Pvt. Ltd.

- A subsidiary of Carlsberg Group, Denmark.
- Owns strong brands such as Tuborg, Carlsberg Elephant, and Carlsberg Smooth.
- Commands about 15–18% of market share, emphasizing quality and premium positioning.

B. Prominent Indian and Other International Companies

4. B9 Beverages Pvt. Ltd. (Bira 91)

- Known for its youthful, creative, and modern beer brand Bira 91.
- Popular in the premium craft beer segment, with flavors such as Blonde, White, and Boom.
- Targets urban millennials and has expanded globally.
- Manufactures Hunter, Black Fort, and Power Cool beers.

- One of the fastest-growing Indian breweries, operating in both domestic and export markets.
 - Also diversifying into ready-to-drink and craft categories.
5. M/s. S.B. Brews & Spirits Pvt. Ltd.
- A smaller but emerging player in the Indian beer industry.
 - Focuses on niche, regionally distributed beer varieties.
7. Radico Khaitan Ltd.
- Primarily a spirits company (known for 8PM and Magic Moments).
 - Also operates in the beer and distillery segment, listed among India's top breweries and distilleries.
8. Kolsch Breweries (South Africa)
- A brewing company with growing presence in India, especially in the imported beer and specialty segment.
 - Introduces international brewing styles and flavor diversity.
9. Foster's (Owned by KALS Breweries in India)
- Originally an Australian global brand, now operated by KALS Breweries in India.
 - Focuses on premium lager segment with consistent brand recognition.

C. Other Notable Domestic Brands

- Hunter (Som Distilleries)
- Kalyani Black Label (United Breweries)
- Haywards 5000 (Now under AB InBev)
- Knock Out (UBL portfolio)

3.1.3 Comparison of Major Beer Companies in India

Category	United Breweries Limited (UBL)	AB InBev India	Carlsberg India Pvt. Ltd.
Parent Company	United Breweries Holdings Ltd.	Anheuser-Busch InBev (Belgium-based)	Carlsberg Group (Denmark-based)

	(partly owned by Heineken N.V.)		
Flagship Brands	Kingfisher Premium, Kingfisher Strong, Ultra, Heineken (licensed)	Budweiser, Corona, Hoegaarden, Stella Artois	Carlsberg Smooth, Tuborg, Kronenbourg 1664
Market Share (India)	~48–50% (Market Leader)	~22–25%	~17–20%
Target Segments	Mass-market, Premium, and Super Premium	Premium and Super Premium	Mid-range to Premium
Brand Positioning	“King of Good Times” – youthful, sociable, and fun	International lifestyle and premium quality	Modern, smooth, and refreshing
Product Range	Strong beer, mild beer, craft-style premium variants	International premium lagers, wheat beers, non-alcoholic options	Pilsners, mild beers, premium lagers
Distribution Strength	Widest distribution network across India	Strong metro & premium outlet focus	Growing presence in Tier-2 cities
Pricing Strategy	Affordable to premium range	Premium pricing (urban focus)	Competitive pricing with premium variants
Marketing Strategy	Focus on sports, music, and	Digital & event-based campaigns	Youth-centric promotions and modern packaging

	lifestyle sponsorships	(music festivals, FIFA tie-ups)	
Sustainability Focus	Water conservation, green brewing, community welfare	Global ESG goals (circular packaging, renewable energy)	Responsible drinking, energy efficiency
Strengths	Strong local brand equity, affordability, Heineken synergy	Global recognition, premium innovation, strong branding	Growing premium segment, taste consistency
Challenges	Price control regulations, strong competition	Limited rural reach, regulatory hurdles	Distribution constraints, tough rivalry

3.2 CUSTOMER ANALYSIS – UNITED BREWERIES LIMITED (UBL)

1. Who is the Customer? (Current and Potential Customers)

UBL's current customers include urban and semi-urban adults aged 21–45, primarily males, though the female consumer base is slowly increasing. These customers are typically young professionals, college graduates, and middle- to upper-income individuals who consume beer for socializing, relaxation, and leisure.

Potential customers include:

- New entrants into the legal drinking age (21–25 years) in expanding Tier-2 and Tier-3 cities.
- Health-conscious customers shifting toward low-alcohol or non-alcoholic beers.
- Premium consumers seeking global and craft beer experiences.

Competitors' customers (AB InBev's Budweiser, Carlsberg, and Bira 91) are also UBL's potential converts, while non-customers include abstainers, religious groups, and those preferring hard spirits or non-alcoholic beverages.

2. Who Buys, Influences, and Consumes the Product

- Buyers: Primarily middle-class and upper-middle-class working professionals.

- Influencers: Peers, social media, lifestyle advertisements, and event sponsorships (e.g., sports and music).
- Consumers: Mostly groups during social gatherings, restaurants, bars, and at-home celebrations.

Reference Groups:

- Primary: Friends, colleagues, social circles.
- Secondary: Celebrities, influencers, and lifestyle icons endorsing sociability and fun (e.g., through Kingfisher events).

3. Types of Customers

UBL's customer base can be classified as:

- Economic Buyers: Compare price, quantity, and affordability (mostly Kingfisher Premium buyers).
- Cognitive Buyers: Informed customers who analyze taste, brand image, and quality before buying.
- Passive Buyers: Loyal, habitual customers who consistently choose Kingfisher out of comfort or tradition.
- Impulsive Buyers: Young customers making spontaneous purchases during outings or celebrations.

4. Specific Factors Influencing Consumer Behaviour

- Cultural Factors: Changing social norms and greater acceptance of moderate drinking in Indian society.
- Social Factors: Peer influence, lifestyle aspirations, and social status drive beer consumption.
- Personal Factors: Age, occupation, and income directly influence brand and type preference (e.g., premium vs. standard).
- Psychological Factors: Desire for enjoyment, relaxation, and belonging.

5. What Customer Buys (Need-Satisfying Characteristics)

Customers purchase beer not just as a beverage but as an experience — to socialize, celebrate, and relax. UBL satisfies emotional and social needs such as fun, companionship, stress relief, and status expression, making it both a functional and symbolic product.

6. How Customer Buys – AIDA Model (UBL Application)

- A – Attention: UBL grabs attention through sponsorships (IPL, Sunburn), vibrant packaging, and digital campaigns.
- I – Interest: Consumers are drawn to the brand's legacy ("King of Good Times") and Heineken partnership.
- D – Desire: Customers associate UBL with enjoyment, premium quality, and social bonding.
- A – Action: Purchase occurs at retail stores, pubs, or online platforms like HipBar and Living Liquidz.

7. Buying Decision Process & Customer Involvement

1. Problem Recognition: Desire to relax or socialize.
2. Information Search: Consumers rely on peer recommendations or brand familiarity.

3. Evaluation of Alternatives: Compare taste, price, and availability among Kingfisher, Budweiser, Carlsberg, etc.
4. Purchase Decision: Chosen brand purchased based on habit, promotions, or preference.
5. Post-Purchase Behaviour: Repeat purchase if satisfaction is achieved; minor dissonance occurs if product fails to meet expectations.
 - Customer Involvement: Mostly low to moderate, as beer is a routine purchase for regular consumers.
 - Habitual Buying: Common for Kingfisher loyalists.
 - Cognitive Dissonance: May occur after trying a new variant or competitor brand.

8. Post-Purchase Behaviour

Satisfied customers often express loyalty through repeat purchases and word-of-mouth recommendations. Dissatisfaction leads to switching, mostly toward other mainstream or craft beer brands.

UBL maintains customer retention through CRM activities like event sponsorships, brand communities, and limited-edition promotions.

9. Where Customers Buy

- B2C: Retail outlets, bars, restaurants, supermarkets.
- B2B: Hotels, event organizers, distributors.
- Online: Apps like HipBar, Living Liquidz (in permitted regions).
- Distribution Policy: Intensive distribution — UBL ensures widespread availability through retail, horeca (hotels/restaurants/cafes), and modern trade channels.

10. When They Buy

- Timing: Primarily weekends, social events, and festive seasons (e.g., New Year, Holi, IPL season).
- Customer Life Cycle: Begins in early adulthood (21–25 years) and peaks during the working years.
- Seasonal Demand: Higher in summer months; lower in monsoon and winter.

11. How They Choose (Decision Models)

Consumers choose based on a multi-attribute model, evaluating price, taste, availability, and brand image. Perceptual mapping places UBL as “affordable yet aspirational”, while Budweiser and Corona occupy premium, global positions, and Bira 91 represents craft and innovation.

12. Why They Prefer the Product (Competitive Advantage)

UBL’s competitive advantage lies in its:

- Strong distribution network ensuring availability.
- Emotional brand positioning (“King of Good Times”).
- Affordable pricing with quality assurance.
- Heineken partnership enhancing brand prestige.

This creates value superiority compared to competitors like AB InBev (premium-focused) and Carlsberg (mid-tier positioning).

13. Response to Marketing Programs

Consumers respond positively to event-driven and digital campaigns, associating UBL with lifestyle and entertainment.

Sensitivity tests indicate consumers are price-aware but remain loyal if perceived quality and social experience are maintained.

14. Repeat Purchase Intent & CRM

Repeat purchases are strong due to brand loyalty. UBL strengthens customer relationships through:

- Experiential marketing (festivals, music shows).
 - Digital engagement via social media.
 - Co-branding initiatives with Heineken.
- Customer delight is achieved through consistent quality and emotional connection.

15. Emerging Trends

- Changing Customer Profile: Increasing participation of women and health-conscious millennials.
- Cultural Shifts: Rising social acceptance of moderate alcohol consumption.
- Demographic Shift: Expanding middle class and youth population driving demand.
- Digitalization: Online orders, digital campaigns, and personalized marketing.
- Sustainability: Preference for eco-friendly packaging and responsible brands.

CHAPTER - 04

4.1 BACKGROUND OF THE STUDY

4.1.1 EMPLOYEE ENGAGEMENT

Introduction: -

Employee engagement refers to the emotional commitment, enthusiasm, and sense of ownership that employees feel toward their work and organization. Engaged employees are not only satisfied with their roles but are also deeply invested in achieving organizational goals. They display higher levels of motivation, innovation, and collaboration—working beyond formal expectations because they genuinely care about their organization's success. Engagement is not limited to job satisfaction; it reflects an employee's connection to the organization's values, purpose, and mission.

Employee engagement can be viewed through three key dimensions:

- **Cognitive Engagement:** Understanding how one's work contributes to organizational success.
- **Emotional Engagement:** Feeling positive and passionate about one's job and workplace.
- **Behavioral Engagement:** Demonstrating proactive, committed actions that align with company goals.

4.1.2 DIFFERENT WAYS OF EMPLOYEE ENGAGEMENT

Employee engagement can be nurtured through several organizational practices and cultural initiatives that create a sense of belonging, recognition, and growth.

Open Communication and Transparency:

Regular communication between management and employees builds trust. Town hall meetings, feedback forums, and digital communication channels make employees feel informed and involved.

Recognition and Reward Systems:

Acknowledging employees' achievements through awards, public appreciation, or bonuses reinforces positive behavior and boosts morale.

Learning and Development Opportunities:

Training programs, workshops, and mentorship opportunities encourage continuous learning and career advancement, which enhances motivation.

Work-Life Balance and Flexibility:

Providing flexible schedules, mental health support, and remote work options enables employees to manage both personal and professional responsibilities effectively.

Employee Well-being Programs:

Initiatives like health camps, wellness challenges, and recreational activities improve employees' physical and mental health.

Team-Building and Collaboration:

Activities such as offsite meetings, cross-departmental projects, and cultural events strengthen interpersonal relationships and teamwork.

Inclusive and Respectful Workplace:

Promoting diversity, equity, and inclusion ensures that every employee feels valued, respected, and empowered to contribute fully.

4.1.3 MEASURING EMPLOYEE ENGAGEMENT

Measuring employee engagement helps organizations understand employee sentiment and identify areas for improvement. Common techniques include:

Employee Engagement Surveys:

Structured questionnaires such as annual climate surveys or short pulse surveys capture employee opinions on leadership, culture, and satisfaction.

Employee Net Promoter Score (eNPS):

A simple metric asking, "How likely are you to recommend this organization as a great place to work?" provides quick insight into employee advocacy levels.

Performance and Retention Data:

Metrics such as absenteeism, turnover rates, and performance trends often reflect engagement levels indirectly.

Focus Groups and One-on-One Interviews:

Qualitative feedback sessions help understand specific issues behind survey results and encourage open discussion.

Managerial Check-ins:

Regular one-on-one conversations between managers and team members provide continuous insights into employee motivation, workload, and well-being.

4.1.4 CHALLENGES IN MEASURING EMPLOYEE ENGAGEMENT

While measuring engagement provides valuable insights, several challenges may affect accuracy and interpretation:

- **Subjectivity of Responses:** Engagement is emotional and personal, making it difficult to measure objectively.
- **Survey Fatigue:** Frequent or lengthy surveys may reduce response rates and accuracy.

- **Cultural and Hierarchical Barriers:** Employees may hesitate to share honest feedback due to fear of repercussions.
- **Dynamic Work Environment:** Engagement levels fluctuate based on organizational changes, leadership transitions, or external market conditions.
- **Remote and Hybrid Work Settings:** The lack of physical interaction can make it harder to observe engagement indicators.

4.1.5 HOW TO IMPROVE EMPLOYEE ENGAGEMENT

Organizations can enhance engagement through consistent and meaningful strategies:

Empathetic Leadership:

Leaders should demonstrate transparency, empathy, and integrity to inspire trust and confidence among employees.

Career Growth Opportunities:

Providing clear career paths, promotions, and skill enhancement programs increases motivation and commitment.

Frequent Recognition and Feedback:

A culture of appreciation—both formal and informal—helps employees feel valued for their contributions.

Encouraging Innovation and Voice:

Empowering employees to share ideas and participate in decision-making fosters ownership and creativity.

Health, Safety, and Well-being Focus:

Ensuring physical safety, mental well-being, and work-life balance leads to higher job satisfaction and reduced burnout.

Strengthening Organizational Culture:

Building a culture centered on respect, inclusion, and teamwork makes employees feel connected to the company's mission.

Continuous Feedback Mechanisms:

Implementing 360-degree feedback and real-time engagement platforms helps address issues proactively.

4.1.6 BENEFITS OF EMPLOYEE ENGAGEMENT

Employee engagement offers a wide range of benefits to both the employee and the organization, contributing to sustained growth and competitiveness.

BENEFITS TO EMPLOYEES

- Greater job satisfaction and personal fulfillment.
- Enhanced sense of belonging and purpose.
- Opportunities for learning, growth, and career advancement.
- Reduced stress levels and improved mental health.
- Stronger relationships with peers and leaders

BENEFITS TO THE ORGANIZATION

- Higher productivity and efficiency as employees are more motivated and aligned with organizational goals.
- Lower turnover and absenteeism, leading to reduced recruitment and training costs.
- Improved innovation, as engaged employees contribute new ideas and solutions.
- Enhanced customer satisfaction, driven by employees who are passionate and service-oriented.
- Positive organizational culture and reputation as an employer of choice.
- Sustainable profitability and better overall business performance through motivated human capital

4.1.7 THEORIES OF EMPLOYEE ENGAGEMENT

Employee engagement is a multidimensional construct influenced by motivation, job satisfaction, psychological commitment, and workplace environment. Over the years, several organizational behavior and motivation theories have contributed to explaining how engagement develops and how it impacts productivity and satisfaction. The following theories are the most relevant to understanding employee engagement within organizations like **United Breweries Limited (UBL)**.

1. William Kahn's Personal Engagement Theory (1990)

William A. Kahn is widely regarded as the father of the modern concept of **Employee Engagement**.

In 1990, Kahn defined engagement as *"the harnessing of organization members' selves to their work roles,"* where people express themselves physically, cognitively, and emotionally while performing their roles.

Core Dimensions of Kahn's Theory:

1. **Physical Engagement:** The level of physical energy employees invest in performing their duties.
2. **Cognitive Engagement:** The mental focus and attention devoted to understanding and improving their work.
3. **Emotional Engagement:** The degree of emotional connection employees feel toward their work and organization.

Key Insight:

Kahn emphasized that engagement occurs when three psychological conditions are met:

- **Meaningfulness:** Employees feel their work is valuable and purposeful.
- **Safety:** The organization provides a supportive environment where employees can express themselves freely without fear.
- **Availability:** Employees have the physical, emotional, and psychological resources to invest in their work.

This theory directly relates to productivity and satisfaction because employees who find meaning and safety in their roles are more likely to perform effectively and stay committed to the organization.

2. Maslow's Hierarchy of Needs (1943)

Abraham Maslow's theory provides one of the foundational frameworks for understanding employee motivation and engagement.

He proposed that human needs are arranged in a hierarchy—**Physiological, Safety, Social, Esteem, and Self-Actualization**.

Application to Employee Engagement:

- When basic needs such as salary, job security, and working conditions are met, employees feel secure and begin to focus on belonging and recognition.
- Higher levels, such as esteem and self-actualization, drive **emotional commitment and creativity**, leading to deeper engagement and satisfaction.
- Employees who achieve self-actualization become highly engaged contributors, showing initiative, ownership, and innovation.

Relevance to the Study:

In the context of UBL, engagement initiatives like leadership development programs, wellness drives, and recognition systems help employees progress through these levels, ultimately enhancing productivity and job fulfillment.

3. Herzberg's Two-Factor Theory (1959)

Frederick Herzberg's **Motivation-Hygiene Theory** distinguishes between two types of workplace factors:

- **Hygiene Factors (Extrinsic):** Salary, job security, policies, supervision, and work conditions.
- **Motivators (Intrinsic):** Achievement, recognition, growth, and meaningful work.

Link to Engagement:

Herzberg argued that while hygiene factors prevent dissatisfaction, motivators are what truly drive engagement and satisfaction.

In engaged organizations, employees are motivated by intrinsic factors — such as achievement, recognition, and opportunities for growth — rather than just external rewards.

Example:

At UBL, initiatives like career progression plans, leadership training, and performance recognition directly activate motivators, increasing engagement and organizational commitment.

4. Self-Determination Theory (Deci & Ryan, 1985)

Developed by Edward Deci and Richard Ryan, the **Self-Determination Theory (SDT)** explains how internal motivation enhances engagement.

According to SDT, employees are most engaged when three fundamental psychological needs are fulfilled:

1. **Autonomy:** Having control over how they perform their work.
2. **Competence:** Feeling capable, skilled, and effective in their roles.
3. **Relatedness:** Experiencing strong social connections and belonging within the team.

Application:

When organizations support these three needs, employees develop intrinsic motivation — working not because they have to, but because they *want to*.

At UBL, engagement programs such as flexible work systems, learning academies, and team collaboration initiatives satisfy these psychological drivers, resulting in improved productivity and satisfaction.

5. Social Exchange Theory (Blau, 1964)

The **Social Exchange Theory (SET)** proposes that relationships at work are based on reciprocal exchanges. When employees feel supported, valued, and fairly treated by their organization, they reciprocate through loyalty, effort, and commitment.

Relevance to Engagement:

- Engagement flourishes when there is mutual trust and appreciation between management and employees.
- If employees perceive organizational care—through recognition, benefits, and fair policies—they respond with increased discretionary effort and performance.

In the Case of UBL:

UBL's HR practices, such as the *Speak Up Policy*, *well-being programs*, and *employee engagement initiatives*, strengthen this exchange relationship, enhancing both satisfaction and productivity.

6. Gallup Q12 Employee Engagement Model

Developed by the Gallup Organization, this model identifies 12 core elements that directly influence engagement.

These include clarity of expectations, recognition, opportunities for growth, and having a supportive manager.

Relevance:

The Gallup model focuses on measurable factors that link engagement to performance metrics such as productivity, retention, and profitability.

Using tools like climate surveys and feedback analysis, UBL can apply similar frameworks to assess and enhance employee engagement annually.

All these theories collectively highlight that employee engagement is rooted in motivation, recognition, belonging, and purpose.

From Maslow’s needs and Herzberg’s motivators to Kahn’s psychological conditions and Deci & Ryan’s intrinsic motivation, each framework supports the view that engaged employees are more productive, satisfied, and loyal.

In organizations like United Breweries Limited, where teamwork, innovation, and quality are key, these theories provide a strong foundation for designing engagement strategies that lead to superior performance and long-term sustainability.

4.1.8 KEY FACTORS DRIVING EMPLOYEE ENGAGEMENT

The study titled “*Employee Engagement: A Review Paper on Factors Affecting Employee Engagement*” (Indian Journal of Science and Technology, 2016) provides a comprehensive synthesis of approximately 30 research papers exploring the determinants of employee engagement and its influence on retention, productivity, and overall organizational performance. This review-based analysis identifies the primary drivers of engagement across two dimensions:

- **Macro-Level Factors (Organizational):** Factors related to organizational culture, leadership, communication, and work environment.
- **Micro-Level Factors (Individual):** Factors linked to employees’ personal attributes, motivation, job satisfaction, and emotional commitment.

Category	Key Drivers of Employee Engagement
Leadership Factors	Trust, Two-way communication, transformational leadership
Managerial Factors	Feedback, recognition & reward (financial, non-financial), empowerment
Organizational Factors	Career growth, culture, fairness, job security
Individual Factors	Job satisfaction, purpose, work-life balance

Employee engagement is shaped by several interconnected factors that strongly influence employees’ attitudes, motivation, and commitment to their organizations. The following key drivers are widely cited in academic and practitioner literature as major contributors to engagement.

1. Leadership and Management Style

Leadership quality and management behavior are core drivers of employee engagement. Trust in leadership is among the strongest predictors of engagement. Leaders who exemplify transparency, empathy, and clear communication create trust and psychological safety. Transformational leaders who inspire shared vision and motivate through support and recognition build high emotional commitment. Moreover, managers who coach and mentor—instead of controlling authoritatively—boost engagement by empowering and guiding development (Towers Perrin, 2003; Gallup, 2017).

2. Communication and Employee Voice

Transparent, two-way communication forms the foundation of a healthy organizational climate. When employees are encouraged to express opinions, share feedback, and participate in decision-making, they develop a sense of ownership and alignment with organizational goals. Open communication also strengthens mutual trust and reduces ambiguity, which in turn fosters emotional attachment to the organization (CIPD, 2006; Robinson et al., 2004).

3. Recognition and Reward

Recognition and reward systems play a crucial role in reinforcing desirable behaviors and enhancing engagement. Timely acknowledgment of employees' efforts, whether through monetary incentives or non-financial appreciation, boosts morale and reinforces positive performance. Recognition fosters pride, motivation, and loyalty, whereas fair and transparent reward systems strengthen retention and satisfaction (Aon Hewitt, 2012; BlessingWhite, 2006).

4. Career Growth and Development

Opportunities for professional development and career advancement significantly influence engagement. Employees who perceive clear pathways for growth and learning tend to exhibit greater organizational commitment and sustained motivation. Training programs, mentoring, and skill enhancement initiatives enable employees to align personal ambitions with organizational objectives, promoting long-term loyalty (Gallup, 2013; Penna, 2007).

5. Work Environment and Organizational Culture

A positive and inclusive work environment fosters collaboration, innovation, and trust among employees. Organizational culture—anchored in fairness, ethics, and mutual respect—encourages belongingness and engagement. Supportive team dynamics and psychological safety create conditions where employees feel valued and secure, thereby increasing their willingness to contribute meaningfully (Markos & Sridevi, 2010; Chandani et al., 2016).

6. Empowerment and Autonomy

Employee empowerment—through delegation of authority and decision-making freedom—enhances intrinsic motivation and accountability. Autonomy allows employees to exercise creativity, initiative, and self-direction in their roles, leading to higher job satisfaction and engagement. When employees feel trusted to make meaningful decisions, their emotional investment in the organization strengthens (Deci & Ryan, 1985; Development Dimensions International [DDI], 2005).

7. Work–Life Balance and Well-Being

Balancing professional responsibilities with personal well-being is increasingly recognized as essential for engagement. Organizations that provide flexible work options, wellness initiatives, and mental health support help reduce burnout and absenteeism. Employees who experience well-being and work–life harmony demonstrate stronger emotional connections to their organizations (CIPD, 2020; Gallup, 2022).

8. Job Satisfaction and Meaningful Work

Engagement is highest when employees perceive their work as meaningful and aligned with their values and personal goals. Purpose-driven work enhances intrinsic motivation and satisfaction, encouraging employees to exert discretionary effort. When individuals see their contributions as impactful, they exhibit greater pride and sustained commitment (Penna, 2007).

9. Fair Compensation and Benefits

Equitable and transparent compensation systems are vital for ensuring satisfaction and reducing turnover. Competitive salaries, comprehensive benefits, and non-financial incentives reinforce employees' perceptions of fairness and organizational support. Fair compensation not only satisfies material needs but also promotes long-term engagement and loyalty (Buckingham & Coffman, 2005; Aon Hewitt, 2013).

10. Organizational Justice and Fair Treatment

Perceived fairness in performance evaluations, promotions, and decision-making processes significantly affects employee engagement. When employees believe that organizational systems operate justly and transparently, they are more likely to develop trust, motivation, and emotional investment in their roles. Conversely, perceived injustice can lead to disengagement and withdrawal behaviors (Greenberg, 1990; Chandani et al., 2016).

11. Health, Safety, and Job Security

Safe and stable working conditions enhance employees' psychological confidence and commitment. Organizations that prioritize occupational safety, physical well-being, and job security create environments conducive to focus and performance. Security and safety, both physical and emotional, are therefore integral components of sustained engagement (Markos & Sridevi, 2010)

4.2 ACTUAL WORK DONE

TRAINING EXPERIENCE BASED ON DAILY DIARY RECORD

WEEK 1: ORGANIZATIONAL ORIENTATION & SAFETY FOUNDATION

During the first week, I underwent safety induction training covering the 12 Golden Safety Rules of the plant. Key areas included:

- PPE awareness and proper usage
- Jewellery policy compliance
- Food safety standards
- No mobile phone usage in plant
- Basic workplace safety practices

I attended daily **Tool Box Talk** (TBT) sessions conducted by the ESH department, covering topics such as: -

- LOTO (Lockout Tagout)
- Confined Space Safety
- MSDS (Material Safety Data Sheet)
- SCBA (Self Contained Breathing Apparatus)
- Fire extinguisher usage
- Gas cylinder handling
- Slip, Trip & Fall prevention
- Work at height safety
- Spill kit usage

Key Learning: UBL maintains a proactive and preventive safety culture embedded in daily operations.

WEEK 2: HR PROCESSES & TRAINING ANALYSIS

I gained practical exposure to:

- Roles of HR and Admin department
- Management of permanent and contractual workforce
- LTS (Long Term Settlement) agreements
- AGS payroll processing system at UBL, Khordha.
- HRBP (Human Resource Business Partner) role

Insight: HR at UBL functions strategically, ensuring industrial harmony and operational efficiency.

WEEK 3: TRAINING COORDINATION & REGULATORY EXPOSURE

I was assigned to prepare a questionnaire related to the **O2I (Opportunity to Improve)** tool under TPM (Total Productive Maintenance). For this, I studied sampling methods and the **Kirkpatrick Training Evaluation Model**.

I also:

- Met departmental HODs to review training schedules
- Attended “Emergency Evacuation & Rescue Operations” training
- Participated in “Machine Guarding” training
- Coordinated SCABA training
- Prepared guidelines PPT for NATS/NAPS student registration

Key Learning: Training needs vary across departments and require structured evaluation mechanisms. Also attended a session on **Mental Wellness** conducted on Mental Health Day, focusing on stress management and work-life balance.

WEEK 4: TRAINING EFFECTIVENESS – TPM QUIZ IMPLEMENTATION

One of my major responsibilities was conducting a **TPM Quiz** to evaluate training effectiveness of a session conducted six months earlier.

Implementation:

- Designed 5 question sets (A–E) due to shift operations
- Conducted pen-paper exams for associates
- Conducted Google Form-based online test for executives
- Ensured no machine downtime

After evaluation:

- Identified top performers
- Recognized employees scoring below expectations
- Suggested retraining where required

Finding: Training retention reduces over time without reinforcement.

Prepared questionnaires related to climate survey and employee engagement drivers such as:

- Recognition
- Career growth
- Work environment
- Leadership communication

WEEK 5: LT MEMBERS QUIZ & ENGAGEMENT INITIATIVE

In Week 5, I independently conducted a fun and engaging quiz for LT members, including puzzle and buzzer rounds.

Outcome:

- Top 3–5 winners awarded
- Consolidation prizes distributed
- Increased participation and morale

This activity strengthened my coordination, communication, and event management skills.

4.3 FINDINGS AND ANALYSIS

CLIMATE SURVEY REPORT (2025 vs 2024)

The organization utilizes its own comprehensive system to measure employee engagement through an annual **Climate Survey**, which is conducted centrally by the parent company, **Heineken**, across all its global locations. This survey serves as a key tool to assess the overall workplace environment, employee satisfaction, and engagement levels within each brewery. It is carried out **anonymously**, ensuring that employees can share their honest feedback without hesitation. The data collected from the survey is then **analyzed on a brewery-wise basis**, allowing for detailed insights into local engagement trends and areas for improvement. The reports generated from these surveys have been **used as the primary source of data for this study**.

4.3.1 Understanding Organizational Climate & Employee Experience

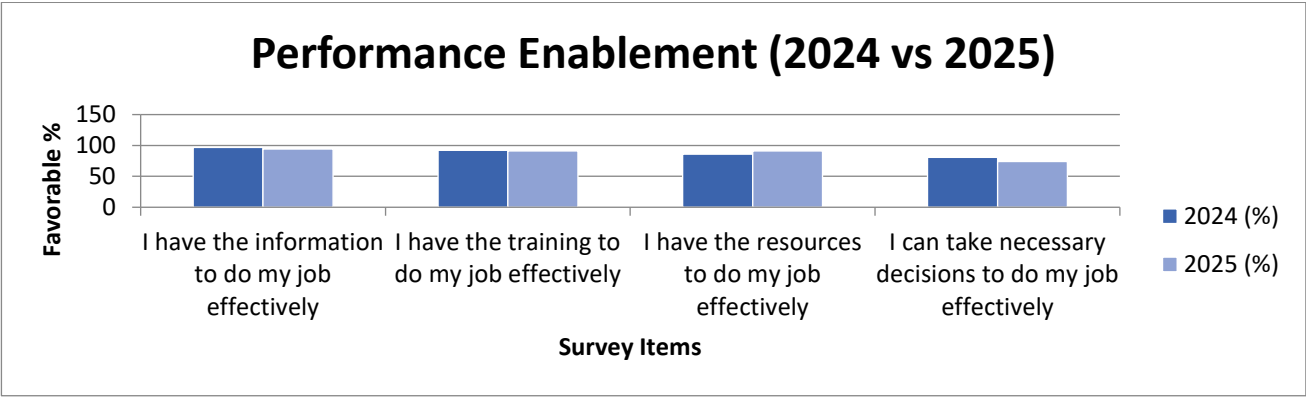
Organizational Overview

The organization has demonstrated **significant progress in employee engagement**, showing an impressive **increase of 8.5%** compared to previous years. This positive trend reflects a strong sense of **morale, pride, and organizational advocacy** among employees—indicating that they feel more connected to the company’s vision and motivated in their roles.

However, despite these encouraging results, there has been a **notable decline in employee wellbeing, autonomy, and work-life balance**. This suggests that while engagement levels have improved, these gains may be coming **at a personal cost to employees**, as they experience increased workload pressures and reduced opportunities for rest and self-care. The findings highlight the need for a more **balanced approach to engagement**, one that sustains motivation and commitment without compromising employee wellbeing.

A. Performance Enablement

Survey Item	2024 (%)	2025 (%)	Change (±%)
I have the information to do my job effectively	97	94	-3
I have the training to do my job effectively	92	91	-1
I have the resources to do my job effectively	86	91	5
I can take necessary decisions to do my job effectively	81	74	-7



Data Highlights:

- Marginal dip from 89% to 88% (–1%).

Interpretation:

- Employees still feel equipped and trained but may experience limited decision-making authority or lack clarity in role expectations. Slight stagnation suggests need for empowerment.

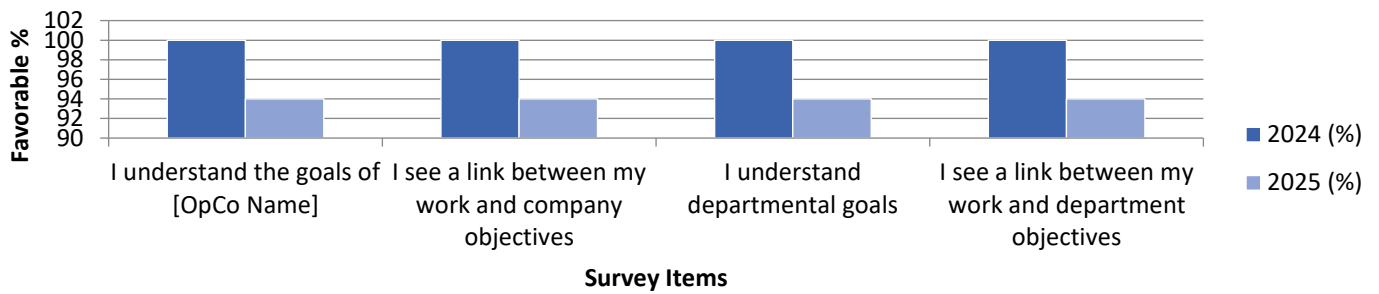
Recommendations:

- Strengthen autonomy and accountability through role ownership; implement skill-based microlearning programs; empower employees with decision rights in daily operations..

B. Direction & Alignment

Survey Item	2024 (%)	2025 (%)	Change (±%)
I understand the goals of [OpCo Name]	100	94	-6
I see a link between my work and company objectives	100	94	-6
I understand departmental goals	100	94	-6
I see a link between my work and department objectives	100	94	-6

Direction and Alignment (2024 vs 2025)



Data Highlights:

Decreased from 100% to 94% (–6%)

Interpretation:

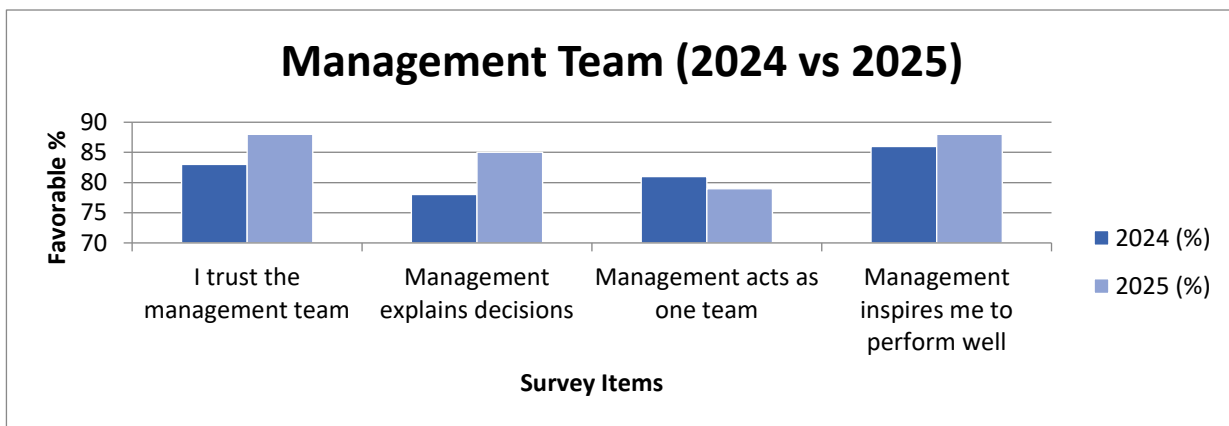
Once-perfect clarity on goals has slightly weakened. Employees might not fully understand how their individual objectives align with organizational strategy.

Recommendations:

Re-emphasize cascading goals, ensure regular communication on company priorities, and link departmental KPIs with organizational outcomes via quarterly alignment meetings.

C. Management Team

Survey Item	2024 (%)	2025 (%)	Change (±%)
I trust the management team	83	88	5
Management explains decisions	78	85	7
Management acts as one team	81	79	-2
Management inspires me to perform well	86	88	2



Data Highlights:

Increased from 82% to 85% (+3%).

Interpretation:

Growing confidence in leadership credibility and transparency. Employees perceive better collaboration and decision-making among top management.

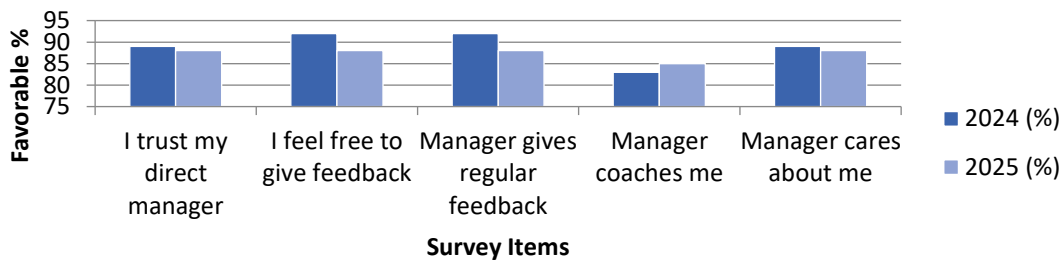
Recommendations:

Continue leadership visibility and open forums; maintain transparent communication about key business decisions; recognize management teams that demonstrate inclusivity and responsiveness.

D. My Manager

Survey Item	2024 (%)	2025 (%)	Change (±%)
I trust my direct manager	89	88	-1
I feel free to give feedback	92	88	-4
Manager gives regular feedback	92	88	-4
Manager coaches me	83	85	2
Manager cares about me	89	88	-1

My Manager (2024 vs 2025)



Data Highlights:

Slight drop from 89% to 88% (–1%).

Interpretation:

Relationship with immediate supervisors remains positive but not improving. Indicates possible inconsistency in feedback or coaching frequency.

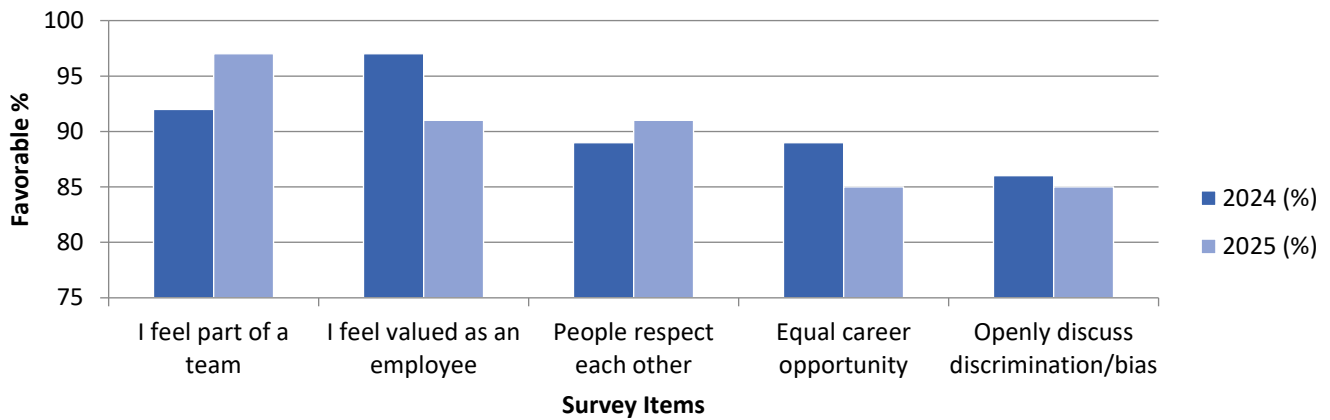
Recommendations:

Strengthen manager capability through leadership development programs; enforce monthly one-on-one reviews; introduce structured recognition and feedback templates.

E. Inclusion

Survey Item	2024 (%)	2025 (%)	Change (±%)
I feel part of a team	92	97	5
I feel valued as an employee	97	91	-6
People respect each other	89	91	2
Equal career opportunity	89	85	-4
Openly discuss discrimination/bias	86	85	-1

Inclusion (2024 vs 2025)



Data Highlights:

Declined slightly from 91% to 90% (–1%).

Interpretation:

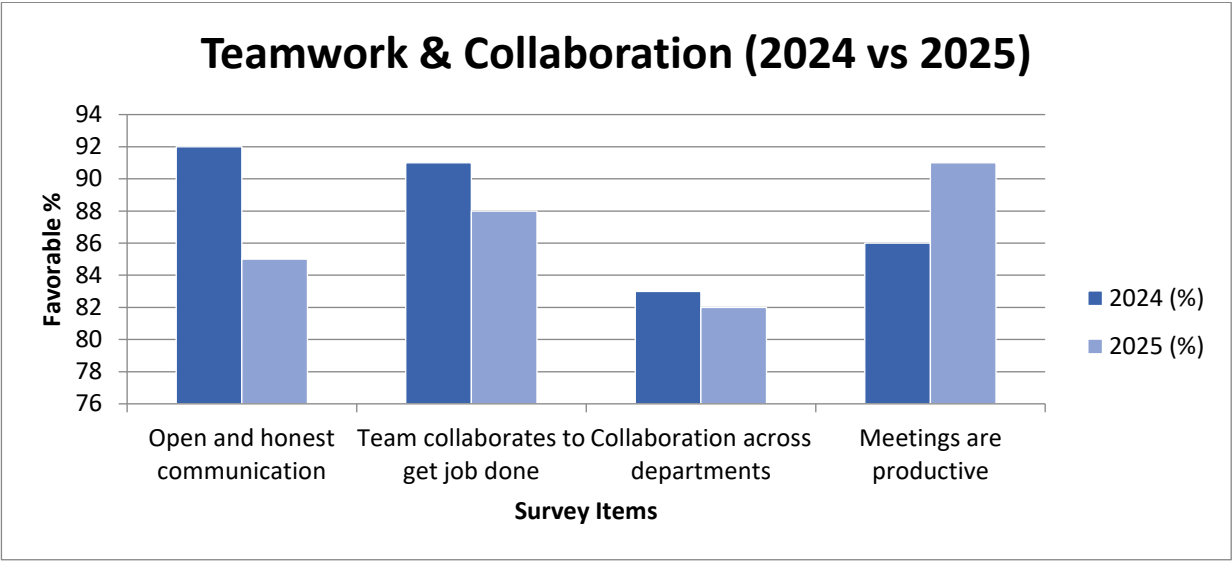
Overall inclusivity is high but progress toward true belonging may have plateaued. Employees might feel diversity policies exist but are not actively demonstrated.

Recommendations:

Introduce inclusion councils, diversity workshops, and leadership mentoring for underrepresented groups. Reinforce visible DEI practices during recruitment and promotion cycles.

F.Teamwork & Collaboration

Survey Item	2024 (%)	2025 (%)	Change (±%)
Open and honest communication	92	85	-7
Team collaborates to get job done	91	88	-3
Collaboration across departments	83	82	-1
Meetings are productive	86	91	5



Data Highlights:

Dropped marginally from 88% to 87% (–1%).

Interpretation:

Internal team collaboration remains strong, but cross-departmental coordination may face bottlenecks. Possible siloed working patterns emerging.

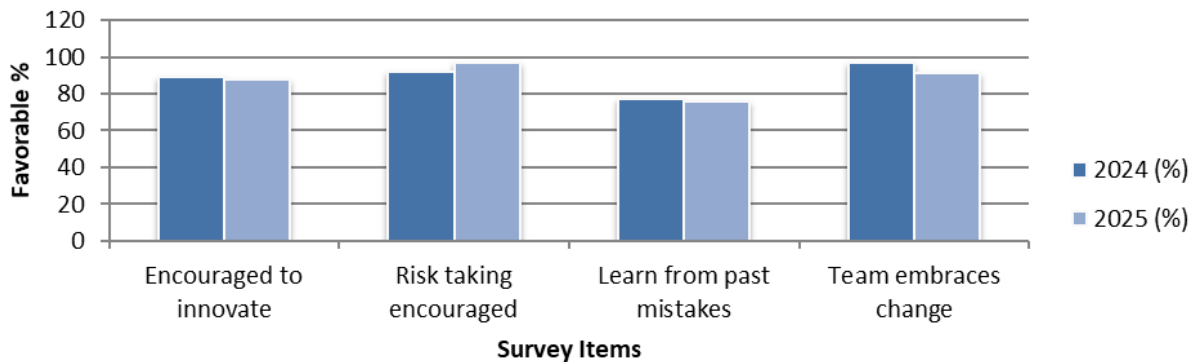
Recommendations:

Promote interdepartmental projects, idea-sharing platforms, and regular team-building exercises. Encourage joint KPIs to break silos and foster shared accountability.

G.Innovation

Survey Item	2024 (%)	2025 (%)	Change (±%)
Encouraged to innovate	92	97	5
Risk taking encouraged	77	76	-1
Learn from past mistakes	97	91	-6
Team embraces change	89	88	-1

Innovation (2024 vs 2025)



Data Highlights:

- Slight decline from 89% to 88% (–1%).

Interpretation:

Creativity and new idea generation slightly waning; employees may perceive risk-taking as unsafe or unrewarded. Stability indicates no major crisis, but innovation culture may be stagnating.

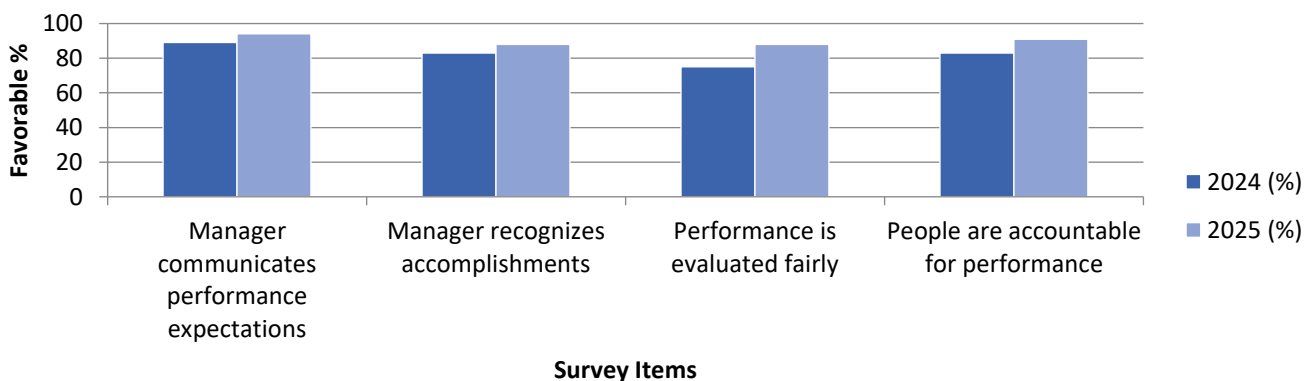
Recommendations:

Launch structured innovation challenges; recognize idea contributors; create small cross-functional innovation taskforces to maintain creative momentum.

H. Performance Management

Survey Item	2024 (%)	2025 (%)	Change (±%)
Manager communicates performance expectations	89	94	5
Manager recognizes accomplishments	83	88	5
Performance is evaluated fairly	75	88	13
People are accountable for performance	83	91	8

Performance Management (2024 vs 2025)



Data Highlights:

Jumped from 83% to 90% (+7%).

Interpretation:

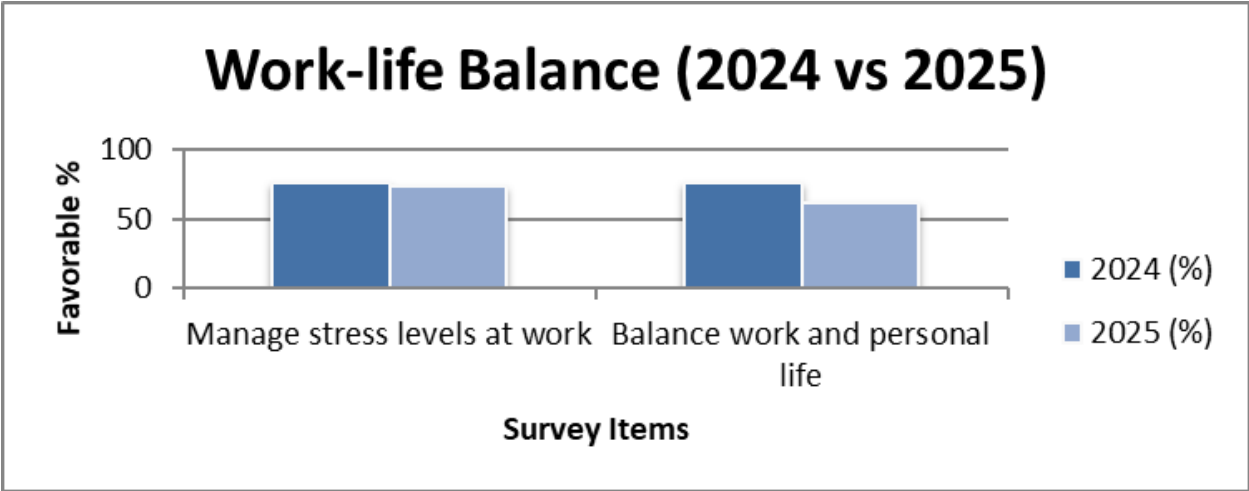
Strongest improvement; employees feel evaluations are more transparent and fair. Indicates better goal-setting, feedback delivery, and reward alignment.

Recommendations:

Sustain momentum with continuous performance check-ins, transparent reward policies, and manager calibration sessions to ensure fairness consistency.

I.Work-Life Balance

Survey Item	2024 (%)	2025 (%)	Change (±%)
Manage stress levels at work	76	74	-2
Balance work and personal life	76	62	-14



Data Highlights:

Significant drop from 76% to 68% (–8%, biggest decline).

Interpretation:

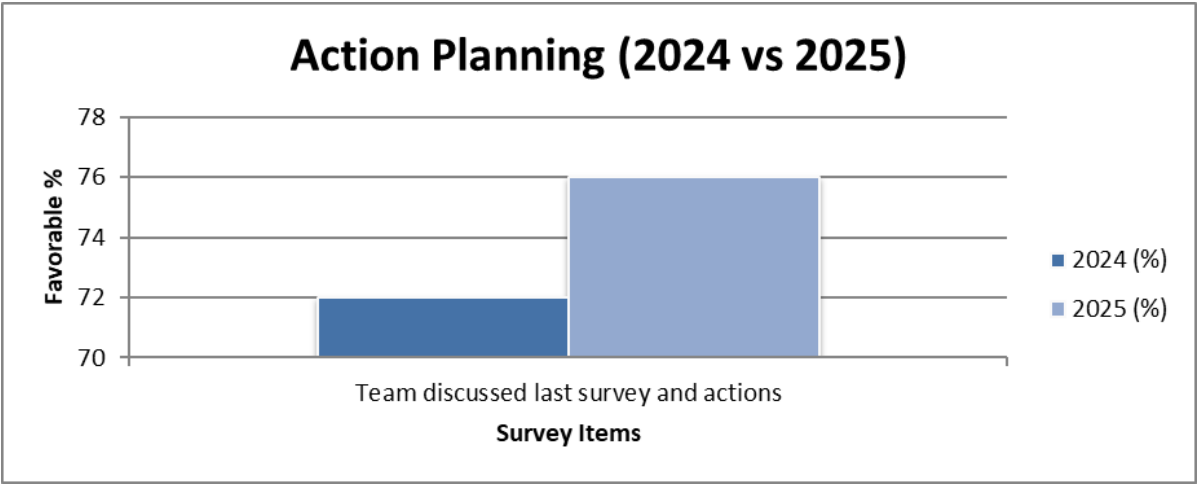
Stress levels have increased; employees likely experience workload strain or insufficient recovery time. Indicates imbalance between productivity and wellbeing.

Recommendations:

Prioritize wellness through “Thrive@Work” initiatives, hybrid/flexible work models, mental health sessions, and manager training on workload management.

J. Action Planning

Survey Item	2024 (%)	2025 (%)	Change (±%)
Team discussed last survey and actions	72	76	4



Data Highlights:

- Scores rose from 72% to 76%.

Interpretation:

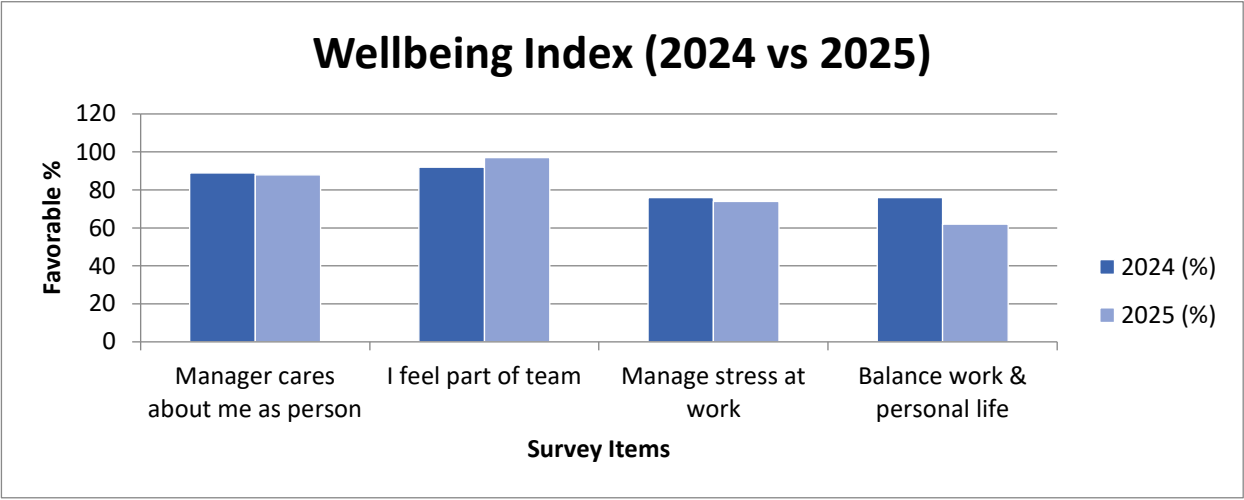
- Employees acknowledge their voices are being heard, and actions are visible post-survey.
- Reflects **strong internal follow-through**.

Recommendations:

- Introduce **Action Tracker Dashboards** to publicly show progress.
- Continue **post-survey feedback loops**

K. Wellbeing Index

Survey Item	2024 (%)	2025 (%)	Change (±%)
Manager cares about me as person	89	88	-1
I feel part of team	92	97	5
Manage stress at work	76	74	-2
Balance work & personal life	76	62	-14



Data Highlights:

Dropped from 84% to 80% (–4%).

Interpretation:

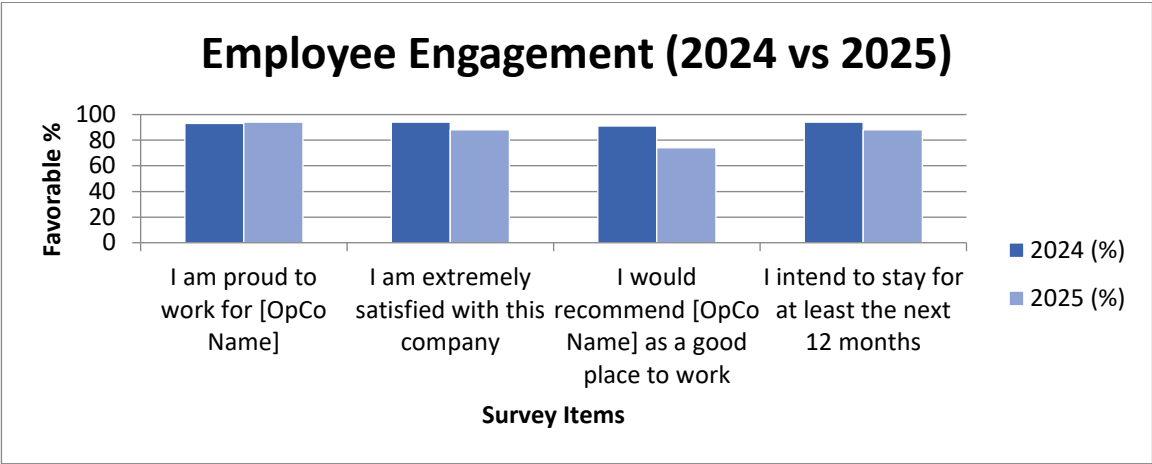
Emotional and psychological wellbeing is under pressure. Employees may feel stressed due to performance expectations, workload, or unclear priorities.

Recommendations:

Introduce wellbeing KPIs for managers; provide wellness days, digital detox policies, and resilience-building workshops. Track wellbeing engagement quarterly.

L. Employee Engagement

Survey Item	2024 (%)	2025 (%)	Change (±%)
I am proud to work for [OpCo Name]	93	94	1
I am extremely satisfied with this company	94	88	-6
I would recommend [OpCo Name] as a good place to work	91	74	-17
I intend to stay for at least the next 12 months	94	88	-6



Data Highlights:
Dropped from 93% (2024) to 86% (2025) — a **7% decline**.

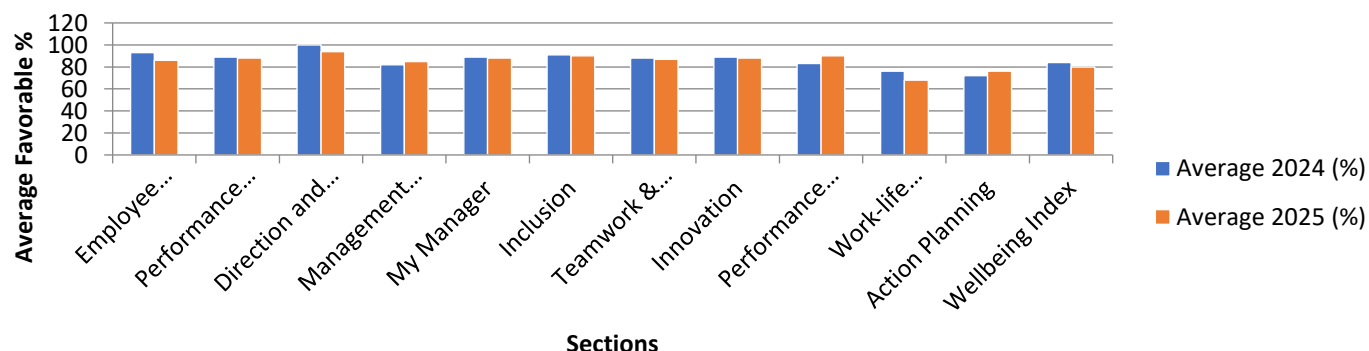
Interpretation:
Indicates reduced emotional attachment and organizational pride. Employees may feel under-recognized or disconnected from leadership vision. Decline also reflects potential fatigue or uncertainty around company direction.

Recommendations:
Reinforce communication of purpose and achievements; increase recognition frequency; reintroduce team celebrations and employee advocacy programs.

OVERALL SUMMARY

Section	Average 2024 (%)	Average 2025 (%)	Change (±%)
Work-life Balance	76	68	-8
Employee Engagement	93	86	-7
Direction and Alignment	100	94	-6
Wellbeing Index	84	80	-4
Performance Enablement	89	88	-1
My manager	89	88	-1
Inclusion	91	90	-1
Teamwork & Collaboration	88	87	-1
Innovation	89	88	-1
Management Team	82	85	3
Action Planning	72	76	4
Performance Management	83	90	7

Overall Comparison (2024 vs 2025)



Category Group	Trend Summary	Key Concern / Strength	Recommended Focus
Engagement & Motivation	Declining	Emotional connection & advocacy reduced	Renew recognition & communication transparency
Enablement & Empowerment	Slight Decline	Employees capable but limited autonomy	Train managers on empowerment & trust-building
Leadership & Management	Improving	Leadership trust growing	Continue leadership development & goal cascade
Inclusion & Collaboration	Slight Decline	Inclusion stable, collaboration lagging	Drive cross-functional teamwork & inclusive decision-making
Performance & Accountability	Strong Improvement	Evaluation fairness & transparency	Maintain consistent feedback cycles & performance-linked rewards
Wellbeing & Work-Life	Major Concern	Fatigue & stress increasing	Prioritize flexible policies & wellness initiatives
Action & Improvement Culture	Strengthened	Follow-up on feedback visible	Continue action tracking & transparent reporting

TPM TRAINING EFFECTIVENESS & EMPLOYEE ENGAGEMENT ANALYSIS

At United Breweries Limited (UBL), TPM training was conducted across the organization during **March–April 2025**, covering **six core TPM modules**. To evaluate the effectiveness of this training and measure knowledge retention, a **TPM quiz drive** was conducted approximately **seven months later in November 2025**.

The quiz was conducted across **three organizational levels**:

1. **Executives**
2. **Associates (Permanent workforce)**
3. **Leadership Team (LT Members)**

The objective of the quiz was to:

- Assess **knowledge retention of TPM concepts**
- Evaluate **training effectiveness**
- Promote **employee engagement**
- Identify employees requiring **retraining**
- Recognize high-performing employees through **reward and recognition programs**

A. Overview of the TPM Quiz Drive

The quiz was structured differently across management levels to ensure relevance and engagement.

Category	Mode	Questions	Participants
Executives	Online (MS Forms)	30	27
Associates	Offline (Conference Hall)	20	43
Leadership Team	Offline Quiz Competition	3 Rounds	8

The quiz structure allowed management to evaluate **TPM awareness across hierarchical levels**, ensuring that the TPM philosophy is understood from **shop-floor associates to leadership members**.

B. Participation Analysis

Participation is a key indicator of **employee engagement and organizational commitment** toward learning initiatives.

Executives

- Total Participants: **27**
- Participation Rate: **100%**

This indicates **strong leadership commitment toward TPM implementation**.

Associates

- Total Workforce: **78**
- Participants: **43**
- Pending Participants: **35**
- Participation Rate: **62.31%**

While participation was moderate, the quiz provided valuable insights into **TPM knowledge among shop-floor employees**.

Leadership Team (Final Round)

- Participants: **8**
- Participation Rate: **100%**

The leadership round was conducted as an **interactive competition**, enhancing engagement and knowledge sharing

C. Score Distribution Analysis

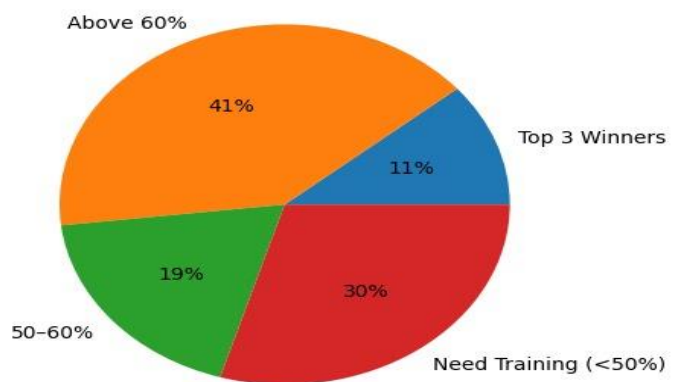
Executives Performance

Executives generally demonstrated **strong understanding of TPM concepts**, with most scores falling within the **20–24 range out of 30**.

Top Performers

Rank	Name	Department	Score
1	Nawal Kishor Jha	Process	27
2	Pulak Ranjan Das	QA	24
3	Atharsh S	Utility	24

TPM Executive Performance Distribution



However, a small number of executives scored below **50%**, indicating the need for **targeted refresher training**.

Associates Performance

Associates showed **moderate knowledge retention**, with most scores ranging between **10–14 out of 20**.

Top Performers

Rank	Name	Department	Score
1	Somanath Panda	Production	19
2	Sukanta Patra	Utility	15
3	Balaram Barik	Production	15
4	Deepak Kumar Badatya	Utility	14
5	Rupak Pradhan	Production	14

These employees were recognized through **reward programs to encourage engagement and motivation.**

Leadership Team (Final Competition)

The leadership round consisted of **three rounds**:

1. **Buzzer Round**
2. **Puzzle Round**
3. **Rapid Fire Round**

Final Scores

Rank	Name	Department	Score
1	Sony Mehta	HR	45
2	Subrata Roy	EHS	42
3	Harish J	QA	41

The competition format significantly increased **interactive engagement and cross-functional participation.**

D.Employee Engagement Perspective

The TPM quiz initiative significantly contributed to **employee engagement in several ways**:

1. Learning Reinforcement

By evaluating knowledge retention after **seven months**, employees were encouraged to revisit TPM concepts and reinforce their understanding.

2. Competitive Motivation

The **reward and recognition program** motivated employees to actively participate and perform better.

3. Cross-Level Participation

Involving **associates, executives, and leadership members** ensured organization-wide engagement with TPM philosophy.

4. Interactive Learning

The leadership competition format introduced **gamification in learning**, which is widely recognized as an effective employee engagement tool.

E. Training Effectiveness Evaluation

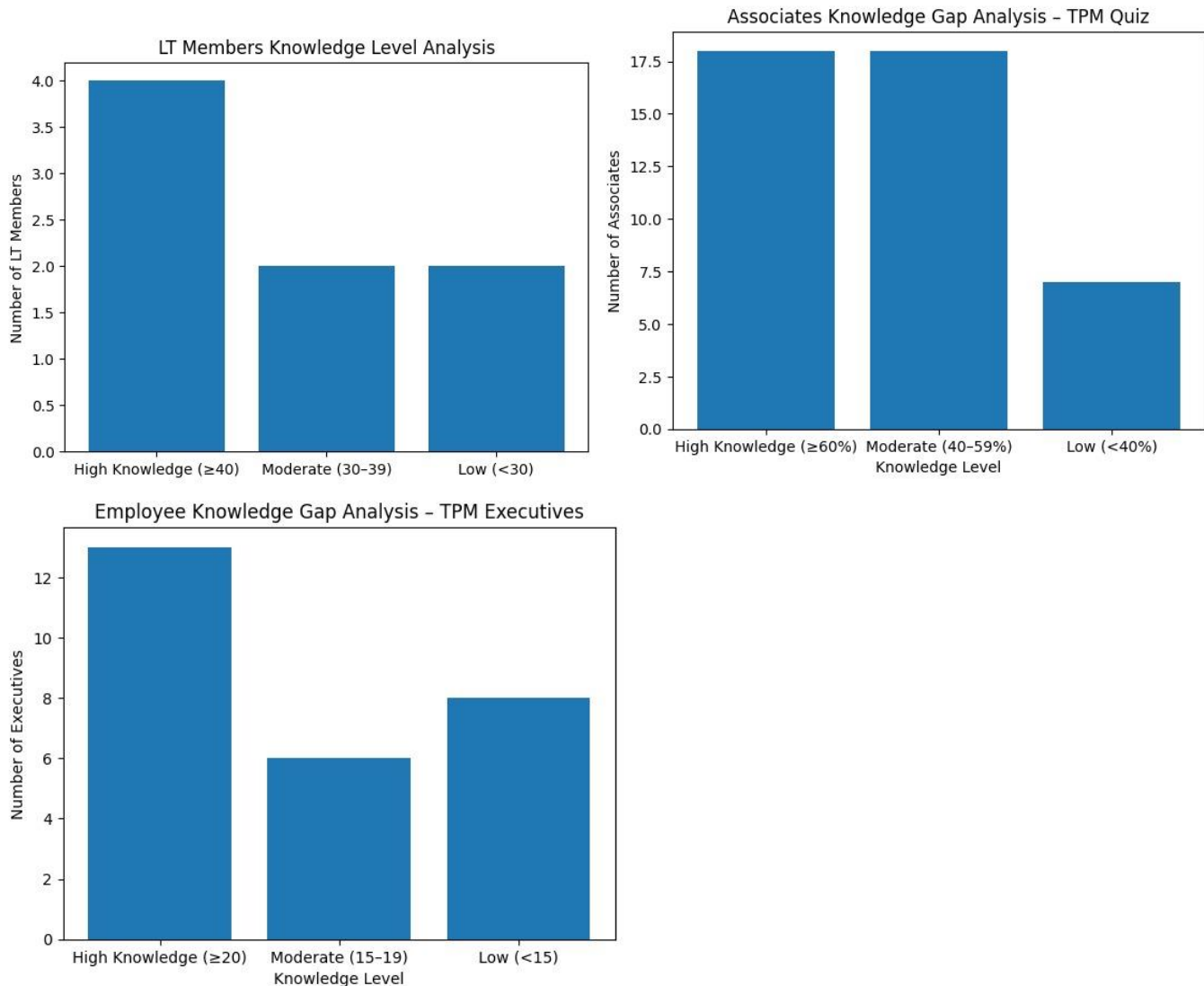
Based on the quiz results, TPM training effectiveness can be categorized as follows:

Category	Interpretation
High Performers	Strong understanding of TPM concepts
Moderate Performers	Basic awareness with scope for improvement

Category	Interpretation
Low Performers	Require refresher training

Overall, the training can be considered **moderately effective**, as most employees retained **core TPM concepts** even after seven months.

However, the presence of low scorers highlights the need for **continuous learning interventions**.



F. Knowledge Gap Identification

Employees scoring below **60%** were identified as candidates for **retraining sessions**.

Identifying these employees helps management:

- Address **knowledge gaps**
- Strengthen **TPM implementation**
- Improve **shop-floor problem-solving capabilities**

This approach aligns with **continuous improvement philosophy in TPM**.

Motivation Theory

The **reward program for top performers** reflects **Herzberg's Motivation Theory**, where recognition acts as a key motivator.

Continuous Improvement

Regular evaluation and retraining support the **Kaizen philosophy**, ensuring ongoing skill development.

G. Organizational Impact

The TPM quiz drive contributed to:

- Strengthening **TPM awareness**
- Encouraging **knowledge sharing**
- Identifying **training gaps**
- Promoting **healthy competition**
- Supporting **continuous improvement culture**

H. Recommendations

Based on the analysis, the following recommendations are suggested:

1. Conduct Regular TPM Refresher Training

Short refresher programs can help employees maintain conceptual clarity.

2. Increase Participation Among Associates

Encourage remaining associates to participate in evaluation programs.

3. Introduce Quarterly Knowledge Assessments

Frequent assessments can prevent knowledge decay.

4. Continue Reward Programs

Recognition programs should be sustained to maintain motivation.

5. Integrate TPM Learning with Daily Operations

Practical TPM exercises can reinforce theoretical knowledge.

4.3.2 MAJOR FINDINGS OF OBSERVATION

A. Effectiveness of Employee Engagement & HR Practices

From the survey responses and internal observations, it was evident that the organization has implemented multiple engagement and performance initiatives aimed at enhancing motivation and overall productivity. Structured performance discussions, employee recognition programs, and leadership communication sessions have positively influenced morale and trust. However, it was also observed that the consistency of these initiatives varies across departments, resulting in differing employee experiences. While some teams reported strong alignment and motivation, others felt that engagement practices were irregularly implemented or lacked follow-up

actions.

B. Purpose of Engagement and Enablement Practices

The primary aim of the organization's employee initiatives is to create a culture of empowerment, transparency, and sustainable high performance. Based on observations, employees appreciated initiatives such as Reward & Recognition, Leadership Town Halls, and Employee Wellbeing Programs. However, many participants expressed that engagement should go beyond short-term events and place greater emphasis on career growth, goal clarity, and autonomy in decision-making. The purpose of high-performance culture should integrate both *engagement and empowerment* rather than focus predominantly on motivational activities.

C. Leadership & Managerial Effectiveness

The management team has demonstrated significant progress in communication transparency and cross-functional collaboration, with trust levels improving notably. Managers have adopted structured performance review systems and feedback mechanisms.

Yet, the application of feedback and coaching practices remains uneven — while some managers conduct regular 1:1 discussions, others rely heavily on team-level communication. This inconsistency limits employees' access to personalized feedback and development guidance.

D. Recognition and Wellbeing

Recognition programs such as monthly achiever awards and peer appreciation initiatives have contributed to improved engagement. Employees reported feeling valued when their contributions were acknowledged promptly.

However, several employees noted that recognition and wellbeing efforts are not always timely or balanced — engagement activities are strong, but employees desire more emphasis on stress management, flexibility, and work-life balance initiatives to complement performance expectations.

Overall Observation

Overall, the organization demonstrates a positive and evolving work culture, supported by leadership commitment and structured HR initiatives.

However, variations in implementation consistency, feedback quality, and employee empowerment reveal that the full potential of a high-performance climate is yet to be realized. The organization must now focus on integrating engagement with wellbeing, development, and autonomy to sustain long-term growth and satisfaction.

4.3.3 MAJOR FINDINGS OF ANALYSIS

A. Departmental Representation

Survey results show varying engagement levels across departments — with stronger sentiment in leadership and project management teams compared to operational and support teams.

This imbalance indicates that while some groups experience high alignment with organizational goals, others feel disconnected or unclear about their role in achieving them.

The finding emphasizes the need for uniform leadership communication and performance management practices

across all teams to ensure equal engagement experiences.

B. Gender Representation

While the organization promotes diversity, male employees still form a larger share of the workforce.

Female employees expressed satisfaction with workplace respect but desire greater inclusion in leadership opportunities and decision-making roles.

This pattern suggests a need for inclusive leadership programs and gender-sensitive growth frameworks to ensure fairness in recognition and promotion.

C. Experience Distribution

The workforce includes a balanced mix of new hires and experienced employees. However, differences in perceptions emerged:

a. **Newer employees (0–2 years)** value engagement and learning opportunities more.

b. **Experienced employees (4+ years)** focus on career progression and recognition.

This contrast reflects a need for tailored HR strategies — onboarding and training for new employees, and leadership development programs for tenured staff.

D. Engagement and Empowerment Gaps

While engagement scores rose significantly (+8.5%), empowerment scores within Performance Enablement and Direction & Alignment declined (-3% and -6% respectively).

The analysis highlights a critical insight — employees are motivated but not equally empowered to take ownership of decisions.

Strengthening empowerment and trust-based leadership practices can bridge this gap.

E. Work-Life and Wellbeing

The Work-Life Balance (-8%) and Wellbeing Index (-5.3%) show areas of concern. Employees report higher stress levels and a decline in work-life integration.

Despite engagement gains, prolonged workloads without recovery mechanisms risk burnout and turnover. The organization should integrate wellbeing initiatives, flexible work arrangements, and regular wellbeing assessments into its HR framework.

4.3.4 WHAT'S WORKING VS. WHAT'S MISSING

Engagement Driver	Status	Main Gaps Identified	Priority Actions
Leadership Factors	Improving	Weak goal communication & transformational messaging	Cascade goals quarterly; train leaders in vision communication
Managerial Factors	Stable with mixed trends	Decline in feedback & empowerment	Standardize feedback frequency; build recognition systems

Organizational Factors	Strong culture & fairness	Career growth visibility missing	Create transparent progression & mobility pathways
Individual Factors	At risk	Decline in wellbeing & balance	Launch wellness & workload balance programs

4.3.5 STRATEGIC RECOMMENDATIONS FOR 2026 ENGAGEMENT ROADMAP

Focus Area	Strategic Initiative	Outcome
Leadership Communication	Quarterly Goal Alignment Forums	Restore clarity & connection to purpose
Engagement & Motivation (Recognition)	“Learning and Innovation Week”, Recognition and Consistent Performance Awards (“Best performer of the Month”, “Highest Attendance Award”, “Safety & Team Spirit Award”, “Employee Spotlight”) Monthly “ Team Game ”	Strengthen empowerment and recognition
Employee Wellbeing & Work-life	Launch “ Thrive@Work ” Health & Balance Program , (“ <i>Unplug Hour</i> ”, “ <i>Recharge Friday</i> ”, “ <i>Micro-break protocol</i> ”). Supervisor soft-skill booster (Wellness Ambassadors)	Improve mental energy & sustainability
Cross-Team Collaboration	More real time Inter -Department Exchange Projects	Strengthen innovation & culture alignment

CHAPTER-05

5.1 CONCLUSION

The organization demonstrates a strong foundation of employee commitment, motivation, and alignment with its core objectives. Engagement initiatives have fostered a positive workplace culture built on collaboration, recognition, and transparency. Employees exhibit enthusiasm and loyalty toward the organization's mission; however, achieving sustained performance will require a greater balance between engagement intensity and personal wellbeing. While the work environment encourages participation and teamwork, there remains a need for deeper focus on empowerment, career growth, and mental wellness to ensure long-term satisfaction and productivity.

Different workforce segments express distinct expectations—new employees seek learning and mentorship, while experienced staff value recognition and autonomy. Similarly, diversity and inclusion efforts must expand to ensure equal growth opportunities across all levels. Moving forward, the organization's success depends on evolving engagement from activity-based participation to purpose-driven development. By integrating empowerment, inclusivity, and wellbeing into its HR framework, the company can create a high-performance culture that drives innovation, strengthens belonging, and supports sustainable growth for both employees and the organization as a whole.

5.2.1 SUGGESTIONS FROM OBSERVATIONS

1. Continue and Strengthen the Speak Up Policy

Current

Strength:

UBL has successfully implemented the *Speak Up Policy* to promote ethical behaviour, transparency, and open communication across all levels of the organization.

Recommendation:

The company may consider sharing success stories or anonymized case studies where feedback or concerns raised through this policy have led to positive organizational changes. Periodic “Speak Up Awareness Sessions” or brief leadership discussions highlighting its importance could further encourage employees to express their opinions confidently. This will strengthen trust and create a more transparent communication culture.

2. Enhance TPM Quiz and Learning Programs

Current

Strength:

UBL organizes *TPM (Total Productive Maintenance) Quizzes* and assessments to promote knowledge sharing, teamwork, and awareness of operational efficiency.

Recommendation:

To enhance learning engagement, UBL can introduce a “Learning and Innovation Week”, combining TPM quizzes with scenario-based case studies and team problem-solving activities. This would make learning more interactive, bridge theoretical and practical knowledge, and encourage collaboration between departments.

3. Joining Day and Perfect Day Celebrations

Current

Strength:

Initiatives such as *Joining Day* and *Perfect Day Celebrations* demonstrate that UBL values its employees and fosters a people-centric work culture.

Recommendation:

To maximize impact, these celebrations can include short recognition sessions such as “*New Joinee Spotlight*” or “*Team Shoutouts*”. Leaders could actively participate to reinforce connection and belonging. These additions would enhance the emotional bond between employees and the organization.

4. Focus on Work-Life Balance Initiatives**Observation:**

Survey results indicate that while engagement levels are high, employees experience challenges in maintaining work-life balance and managing stress.

Recommendation:

Introducing short wellness sessions such as *10-minute guided relaxation breaks*, *stretch breaks*, or a monthly “*Unplug Hour*” could promote mindfulness and reduce fatigue. Additionally, encouraging managers to discuss workload distribution and time management can further support overall wellbeing.

5. Enhance Cross-Department Collaboration**Observation:**

The survey highlights that cross-departmental collaboration is limited, with teams working efficiently within silos.

Recommendation:

UBL could organize “Team Exchange Projects” where employees from different departments collaborate on small improvement initiatives. Regular interdepartmental brainstorming sessions or joint training workshops would also promote mutual understanding, communication, and innovation across functions.

6. Managerial Development Through Coaching**Observation:**

Feedback and coaching practices vary across departments, with some managers excelling and others focusing mainly on task execution.

Recommendation:

The company could implement a “Manager as Coach” Program, offering short monthly sessions on leadership, empathy, and effective feedback delivery. Establishing structured 1:1 feedback meetings will help maintain communication consistency and foster a supportive managerial culture.

7. Recognition and Inclusion**Observation:**

Recognition and inclusion initiatives exist but are not uniformly visible across all departments and locations.

Recommendation:

UBL may introduce an internal “Employee Spotlight” or “Appreciation Board” to regularly share inspiring stories and highlight contributions. Organizing Inclusion Week, Diversity Workshops, or Women Leadership Panels could further reinforce belonging, respect, and equality within the workforce.

8. Innovation and Idea Sharing

Observation:

Innovation engagement has slightly declined, indicating employees may not feel confident that their ideas are implemented or recognized.

Recommendation:

Establish an “Idea of the Month” Program that allows employees to submit innovative suggestions through a simple digital platform.

Practical ideas can be rewarded and showcased in TPM sessions or newsletters.

This initiative would help strengthen creativity, ownership, and continuous improvement.

9. Career Visibility and Development**Observation:**

Employees appreciate growth opportunities but desire more clarity on internal mobility and promotion pathways.

Recommendation:

Develop a “Career Pathway Framework” for each department, displayed on the intranet or HR portal.

Introduce mentorship programs pairing senior and junior employees and encourage internal job rotations.

This would help employees visualize their career progression and remain motivated toward long-term goals.

10. Continue Building a Culture of Care**Observation:**

Although engagement is strong, the Wellbeing Index showed a decline, suggesting the need for more holistic care initiatives.

Recommendation:

UBL can introduce a “Thrive@Work” Campaign focusing on physical health, emotional wellbeing, and mental resilience.

Activities such as health checkup camps, mindfulness sessions, and gratitude circles can be integrated.

This approach will reinforce UBL’s commitment to employee care and sustainable high performance.

Overall Summary

UBL has made commendable progress in strengthening employee engagement through initiatives such as *Speak Up*, *TPM Programs*, and *Perfect Day Celebrations*.

However, the next phase should focus on enhancing communication, empowerment, collaboration, and wellbeing.

By aligning these improvements with existing initiatives, UBL can continue to cultivate a high-performance culture rooted in trust, transparency, and employee wellbeing.

5.2.2 SUGGESTIONS FROM ANALYSIS**Department-Wise Recommendations**

- Survey data revealed varying engagement levels across departments, particularly between technical and managerial roles.
- To address this:
 - Provide **role-specific development tracks** that include both technical expertise and leadership readiness.
 - Introduce **cross-functional projects** to enhance collaboration and reduce departmental silos.
 - Implement **balanced workload distribution** to prevent burnout in high-demand teams.

Gender-Wise Recommendations

- While engagement levels improved overall, female employees indicated a desire for **more leadership**

visibility and growth opportunities.

- To strengthen inclusivity:
 - Promote **gender-balanced recruitment** and internal mobility policies.
 - Launch **women's leadership and mentorship initiatives** that encourage participation in strategic roles.
 - Foster a culture of equality through **inclusive language, equitable pay, and representation** in decision-making processes.

Experience-Level Recommendations

- With a considerable number of new employees (0–2 years) and a smaller senior workforce, perspectives on empowerment and growth vary.
- To bridge this gap:
 - Offer **structured onboarding and mentorship programs** for freshers to accelerate adaptation and learning.
 - Engage senior employees in **mentorship, coaching, and project leadership** roles to leverage their expertise.
 - Use **succession planning and competency mapping** to create a sustainable leadership pipeline.

Engagement and Wellbeing Recommendations

- Although engagement improved significantly, wellbeing and work-life balance indicators declined.
- To restore equilibrium:
 - Introduce **mental wellness programs**, flexible work options, and periodic “recharge” breaks.
 - Integrate wellbeing metrics into manager KPIs to ensure consistent focus.
 - Foster a culture that values sustainable performance over constant availability.

Overall HR and Organizational Development Recommendations

- The survey shows that employees are enthusiastic and committed but seek greater autonomy, clarity, and support.
- To make HR practices more effective:
 - Evolve current policies into **High-Performance People Practices (HPPP)** that balance productivity with employee wellbeing.
 - Regularly collect and act on **pulse feedback** across experience, gender, and role levels.
 - Encourage **leadership visibility, empowerment, and recognition consistency** as foundational engagement pillars.

Overall Suggestion:

By integrating these measures, the organization can transform its employee engagement and HR initiatives into a more **cohesive, inclusive, and development-oriented system**, reinforcing both performance and long-term commitment.

By implementing these strategic actions, the organization can strengthen trust, sustain engagement, and build a future-ready culture where high performance coexists with holistic wellbeing.

5.2.3 SUGGESTIONS FOR FUTURE RESEARCH

1. Employee Empowerment and Organizational Performance

Future research could explore how decision-making autonomy and empowerment influence engagement and productivity levels. This would help identify optimal structures that encourage innovation without compromising accountability.

2. **Link between Wellbeing and Sustainable Performance**

Further studies can examine the long-term impact of wellbeing initiatives (e.g., stress management, flexible work) on employee retention, performance consistency, and burnout prevention.

3. **Leadership Behaviors and Engagement Outcomes**

Research could assess the role of **transformational leadership styles** in fostering sustained motivation and trust across hierarchical levels. Understanding how leadership authenticity drives engagement would be valuable for leadership development programs.

4. **Diversity and Inclusion in Engagement Strategy**

A focused study on gender and cultural diversity could provide deeper insights into how inclusive policies enhance collective innovation and collaboration.

5. **Technology-Enabled Feedback Systems**

Future research might evaluate how digital feedback tools and analytics-driven HR systems improve real-time engagement measurement and action responsiveness.

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ANNEXURE I (QUESTIONNAIRE)

Declaration: - This survey is being conducted as part of the research requirement for my MBA program. The purpose of this survey is to gather relevant data and insights that will contribute to the completion of my academic project. All the information collected through this survey will be kept confidential and responses will be anonymous.

Survey on the employee response on EE HR Practices

Designation: _____

DEPT: _____

NAME: _____

Please rate your agreement with each statement using the following 5-point scale:

1 = Strongly Disagree (SD)

2 = Disagree (D)

3 = Neutral/Neither Agree nor Disagree (N)

4 = Agree (A)

5 = Strongly Agree (SA)

Sl.No	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	I feel safe and secure while working at the workplace					
2	The required tools and technology is provided to help me perform my job efficiently					
3	I have a clear understanding of my job responsibilities					
4	My organization provides required training on new technologies					
5	I have opportunities for learning and development					
6	I receive regular and helpful feedback from my superiors					
7	I trust the decision made by the leadership team					
8	Communication from leadership is clear and transparent					
9	The organization encourages teamwork and cooperation					

10	I am encouraged to share my thoughts and ideas freely without fear of negative consequences					
11	I take initiative because I care about the success of the organization					
12	I am satisfied with the recognition and appreciation I receive for my achievements					
13	Stress level at work are manageable for me					
14	I feel respected and valued regardless of my background, identity, region, gender, caste etc.					
15	I am proud to be a part of this organization.					

ANNEXURE – II (FIELD WORK)



Emergency Evacuation & Rescue Operations Training



SCABA Training Coordination



TPM QUIZ DRIVE



Machine Guarding Training



TBT (MENTAL WELLNESS DAY CELEBRATION)

