



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

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

Approved by AICTE, Govt. of India | Affiliated to BPUT, Odisha | NAAC Accredited | ISO 9001 : 2015

SUMMER INTERNSHIP PROJECT 2026

REPORT TITLE

**The strategic impact of People Quality Management on
Organizational performance & Employee well-being.**

SUBMITTED BY

**Jnanaranjan Pradhan
5-year Integrated MBA Batch: 2022-27
University Regn. No.: 2213258025**

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CERTIFICATE OF FACULTY/INTERNAL GUIDE

This is to certify that Mr. Jnanaranjan Pradhan , bearing university registration no. 2213258025 of 2022-27 batch, has completed his/her summer internship at UBL Ltd. from 6thOctober 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: Mrs. Smaranika Dash

Designation: Asst. Prof.(HR)

UBL/HR/2025-2026/399

6th November'2025

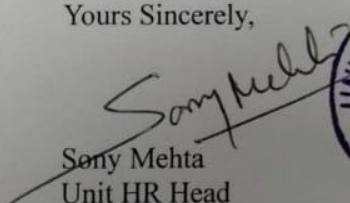
TO WHOM SO EVER IT MAY CONCERN

This is to certify that Mr. Jnanaranjan Pradhan, a student from Biju Pattnaik Institute of Information Technology and Management (BIITM), Bhubaneswar has completed his 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 him with industry-driven skills that will aid in his personal and professional development.

We wish him every success in his future endeavours.

Yours Sincerely,


Sony Mehta
Unit HR Head

United Breweries Limited, Khordha



DECLARATION

I, Mr. Jnanaranjan Pradhan Bearing university registration no 2213258025 (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

People Quality Management (PQM) has emerged as a critical driver of organizational performance and long-term sustainability. It integrates employee capability, engagement, and performance to ensure high-quality human capital. This study examines the impact of People Quality Management practices on employee productivity and job satisfaction at United Breweries Limited (UBL).

1. Strategic Role of People Quality Management

- PQM at UBL is treated as a strategic organizational capability, not just an HR function. The organization has transitioned from traditional HR practices to a quality-driven human capital management approach.
- Focus is on aligning skills, performance, and employee behaviour with business objectives.

2. Organizational Values and PQM Framework

UBL's People Quality system is built on strong values and behavioural pillars:

Core Values:

- **Courage**
- **Care**
- **Enjoyment**
- **Passion**

Behavioural Pillars:

- **Deliver**
- **Shape**
- **Connect**
- **Develop**

These elements ensure accountability, innovation, collaboration, and continuous improvement, which are essential for maintaining high people quality.

3. Key PQM Initiatives at UBL

UBL implements structured practices to enhance workforce quality:

- **Brewing Young Minds – Leadership and capability development**
- **Heineken Learning Academy – Skill enhancement and global learning**
- **Wellness & Work-Life Programs – Supporting employee well-being**
- **Flexible Work Policies – Improving work efficiency and balance**
- **Diversity & Inclusion (SAKhEE) – Strengthening inclusivity and belonging**

These initiatives improve competence, engagement, and overall workforce effectiveness.

4. Impact on Productivity and Performance

The study indicates that strong PQM practices lead to:

- Higher employee capability and discretionary effort
- Improved problem-solving, innovation, and adaptability
- Enhanced operational efficiency and productivity

This contributed to approximately 7% growth in profitability (FY 2024–25), highlighting the link between people quality and business performance.

5. Role of Governance and Organizational Support

PQM at UBL is reinforced through:

- Speak Up Policy ensuring transparency and trust
- Equal opportunity and inclusion frameworks
- Performance-linked reward system

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CHAPTER 1

1.Introduction

In today's competitive and knowledge-driven business environment, organizations operate in a rapidly changing landscape where **human capital quality** plays a critical role in achieving sustainable growth. Earlier management approaches such as Total Quality Management (TQM) and Business Process Reengineering (BPR) primarily focused on operational efficiency, productivity, and cost control. However, these approaches often overlooked the importance of **people capability, engagement, and behavioural contribution** in driving long-term performance.

1.1 Concept of People Quality Management (PQM)

People Quality Management refers to a **systematic approach to managing employee capability, performance, and engagement** to ensure high-quality organizational outcomes. It integrates both **technical competence and behavioural commitment**, enabling employees to contribute effectively toward organizational goals.

High-quality employees demonstrate:

- Strong skills and competencies
- Proactive problem-solving and innovation
- Accountability and ownership of results
- Alignment with organizational objectives
- Consistent performance and continuous improvement

1.2 Role of Employee Engagement in PQM

Employee engagement is a key component of People Quality Management. It reflects the **emotional, cognitive, and behavioural involvement** of employees in their work. Engaged employees contribute beyond basic job requirements by:

- Taking initiative and solving problems proactively
- Contributing innovative ideas
- Demonstrating commitment and discretionary effort
- Supporting organizational performance

1.3 Scholarly Perspectives

The concept of People Quality Management is supported by various engagement and motivation theories:

- **William Kahn (1990):** Emphasized physical, cognitive, and emotional involvement in work roles.
- **Gallup (2004):** Defined engagement as involvement, satisfaction, and enthusiasm.
- **Towers Perrin (2003):** Highlighted discretionary effort.
- **Aon Hewitt (2015):** Focused on psychological connection with the organization.
- **Schaufeli et al. (2002):** Described engagement through vigor, dedication, and absorption.

These perspectives collectively support the idea that **high people quality is achieved through both capability and engagement**.

1.4 Conceptual Understanding

People Quality Management can be summarized as:

People Quality = Employee Capability + Employee Engagement

1.5 Importance of People Quality Management

Effective PQM leads to:

- Higher **productivity and operational efficiency**
- Increased **innovation and problem-solving capability**
- Improved **employee satisfaction and retention**

THEORETICAL FRAMEWORK

To analyse the impact of People Quality Management (PQM) on employee productivity and job satisfaction, this study is grounded in **quality management and capability-based theories**. Unlike traditional engagement-focused models, PQM emphasizes **employee capability, process quality, and continuous improvement**.

1. Total Quality Management (TQM) – Human Dimension

TQM focuses on **continuous improvement, standardization, and quality in all organizational processes**, including human resources.

Key Principles:

- Continuous improvement (Kaizen)
- Employee involvement
- Process standardization
- Quality-focused culture

Relevance to PQM:

Employees are treated as **internal customers**, and their skills, performance, and behaviour are continuously improved to ensure **high-quality output and operational excellence**.

2. People Capability Maturity Model (PCMM)

PCMM is a globally recognized framework that focuses on **developing workforce capability through structured maturity levels**.

Five Levels:

1. Initial – Ad hoc people practices
2. Managed – Basic HR systems in place
3. Defined – Standardized processes and competencies
4. Predictable – Performance measured and controlled
5. Optimizing – Continuous improvement and innovation

Relevance to PQM:

PCMM explains how organizations systematically enhance **employee skills, performance consistency, and organizational capability**, which are core to people quality.

3. Human Capital Theory

This theory views employees as **strategic assets** whose knowledge, skills, and abilities create value.

Relevance to PQM:

Investment in **training, development, and learning systems** improves employee capability, leading to:

- Higher productivity
- Better performance quality
- Competitive advantage

4. Lean Management (People-Centric Approach)

Lean focuses on **waste reduction, efficiency, and continuous improvement**, with strong emphasis on employee involvement.

Key Concepts:

- Elimination of non-value-added activities
- Continuous improvement (Kaizen)
- Employee empowerment

Relevance to PQM:

Encourages employees to **take ownership, improve processes, and enhance efficiency**, thereby improving overall people and process quality.

5. High-Performance Work System (HPWS)

HPWS is a bundle of HR practices designed to improve **employee skills, motivation, and productivity**.

Includes:

- Selective hiring
- Performance-based rewards
- Training & development
- Employee participation

Relevance to PQM:

Creates a system where **high-quality people produce high-quality outcomes**, directly linking HR practices to performance.

Integrated PQM Conceptual Model**Organizational Systems (TQM, PCMM, HPWS)****People Quality Factors**

(Skills + Capability + Process Discipline + Continuous Improvement)

**Employee Outcomes**

(Productivity + Job Satisfaction + Efficiency)

**Organizational Performance**

(Quality Output + Profitability + Competitive Advantage)

Pull Factors (Drivers of Engagement and Retention)

Pull factors encourage employees to remain committed and contribute beyond basic job requirements.

Key pull factors include:

- Competitive salary and benefits
- Recognition and performance rewards
- Learning and development opportunities
- Positive organizational culture
- Strong leadership and vision
- Work-life balance initiatives

These factors increase **intrinsic motivation, loyalty, and long-term engagement**.

Link to Employee Engagement**Capability–Constraint Framework**

The Capability–Constraint Framework is a relevant model used to explain People Quality Management. It focuses on how employee performance and workforce quality are influenced by the balance between positive capability factors and negative constraint factors.

Capability Factors (Drivers of People Quality)

Capability factors are positive elements that enhance employee performance, skills, and overall workforce quality. These include:

- Training and skill development
- Leadership support and guidance
- Availability of technology and tools

- Performance recognition and rewards
- Learning and development culture

When capability factors are strong, employees demonstrate higher competence, efficiency, and quality output.

Constraint Factors (Barriers to People Quality)

Constraint factors are negative elements that limit employee performance and reduce workforce quality. These include:

- Skill gaps and lack of training
- Poor leadership or lack of support
- Work overload and stress
- Lack of resources and tools
- Inefficient processes and systems

When constraint factors dominate, employees experience reduced efficiency, increased errors, and lower job satisfaction.

Link to People Quality Management

People Quality Management can be understood as the balance between capability and constraint factors within an organization.

If capability factors are stronger than constraint factors, the organization achieves high people quality, leading to better productivity and performance.

If constraint factors are stronger than capability factors, the organization experiences low people quality, resulting in poor performance and inefficiency.

Application to United Breweries Limited (UBL)

At UBL, People Quality Management is strengthened through:

Capability Factors:

- Training programs such as Brewing Young Minds and Heineken Learning Academy
- Strong leadership and performance management systems
- Use of technology and automation in brewing operations
- Recognition and reward systems

Constraint Management:

- Safety systems and structured processes reduce operational risks
- HR policies and governance frameworks minimize workplace issues
- Continuous improvement practices such as TPM and Kaizen reduce inefficiencies

By enhancing capability factors and minimizing constraints, UBL improves workforce quality, productivity, and overall organizational performance.

SCOPE OF THE STUDY

The present study focuses on examining the role of People Quality Management (PQM) in improving employee productivity and job satisfaction at United Breweries Limited (UBL). It analyzes how organizational practices aimed at enhancing employee capability, performance, and engagement contribute to overall workforce quality and operational efficiency.

The scope of the study includes:

1. Conceptual and Theoretical Scope

- Understanding the concept of People Quality Management and its components such as employee capability, performance, and engagement

- Application of relevant theories such as TQM, Human Capital Theory, and Capability–Constraint Framework

2. Organizational Scope

- Focus on People Quality Management practices at United Breweries Limited (UBL), Khordha Unit
- Evaluation of HR systems, leadership practices, training programs, and performance management processes

3. Key Areas of Analysis

- Employee Capability: Skill development, training, and learning initiatives
- Performance Quality: Productivity, efficiency, and output standards
- Behavioural Quality: Employee engagement, accountability, and commitment
- Work Environment: Leadership support, culture, and organizational systems

4. Impact Assessment

- Analysis of how PQM practices influence:
 - Employee productivity
 - Job satisfaction
 - Operational efficiency
 - Organizational performance

5. Managerial Scope

- Identification of key drivers and constraints affecting people quality
- Providing insights for improving workforce capability and performance
- Recommending strategies for strengthening PQM practices in manufacturing organizations

6. Methodological Scope

- Based on survey data, organizational records, and analytical interpretation
- Focused on a defined group of employees within the selected unit

Specific Objectives

1. To assess employee awareness of People Quality Management practices across different organizational levels at UBL.
2. To examine the impact of PQM practices on job satisfaction, including performance management systems, communication practices, and employee well-being initiatives.
3. To analyze the relationship between people quality (capability, performance, and engagement) and employee productivity, focusing on indicators such as efficiency, innovation, and reduced absenteeism.
4. To identify key drivers of People Quality Management at UBL, including leadership effectiveness, organizational culture, training and development, and workplace inclusivity.
5. To evaluate the effectiveness of training and development programs in enhancing employee competence, performance quality, and long-term contribution.
6. To provide strategic recommendations for strengthening People Quality Management practices to improve organizational performance and competitive advantage.

SMART Alignment

- Specific: Focuses on People Quality Management, productivity, and job satisfaction at UBL.
- Measurable: Linked to indicators such as performance outcomes, capability development, and satisfaction levels.
- Achievable: Based on available organizational data and analytical methods.
- Relevant: Supports HR strategy, workforce quality, and organizational performance.
- Time-bound: Limited to the defined research period of the study.

REVIEW OF LITERATURE

People Quality Management (PQM) has emerged as an important concept in modern human resource management, integrating employee capability, performance, and continuous improvement to enhance organizational effectiveness. While earlier research focused mainly on employee engagement and motivation, recent studies emphasize the role of **workforce quality and capability development** as key drivers of productivity and competitive advantage.

Conceptual Foundations of People Quality Management

The roots of People Quality Management can be traced to **Total Quality Management (TQM)**. According to **Deming (1986)** and **Juran (1988)**, quality improvement is not limited to products and processes but also extends to people. Employee involvement, continuous learning, and process discipline are essential for maintaining quality standards.

Similarly, **Crosby (1979)** emphasized that quality is achieved when employees are trained, committed, and aligned with organizational goals. These perspectives highlight that **people quality is a critical component of overall organizational quality**.

Human Capital and Capability Development

Becker (1964), through Human Capital Theory, explained that investment in employee education and training enhances productivity and performance. This theory supports the idea that organizations must focus on **developing employee skills and competencies** to improve workforce quality.

Further, **Wright and McMahan (1992)** argued that human resources are a source of sustained competitive advantage when organizations effectively develop and utilize employee capabilities.

People Capability and Maturity Models

The **People Capability Maturity Model (PCMM)** developed by **Curtis, Hefley, and Miller (2001)** provides a structured framework for improving workforce capability through defined maturity levels. The model emphasizes **standardization of HR practices, skill development, and performance measurement**, which are key aspects of People Quality Management.

High-Performance Work Systems (HPWS)

Research by **Huselid (1995)** and **Appelbaum et al. (2000)** highlights that High-Performance Work Systems improve employee productivity by integrating **training, performance-based rewards, and employee participation**. These systems enhance both **employee capability and motivation**, leading to better organizational performance.

Continuous Improvement and Lean Practices

Lean management and continuous improvement approaches, as discussed by **Womack and Jones (1996)**, emphasize employee involvement in identifying inefficiencies and improving processes. Concepts such as

Kaizen and Total Productive Maintenance (TPM) encourage employees to actively contribute to quality and productivity improvements.

Link Between People Quality, Productivity, and Satisfaction

Studies indicate that workforce quality directly influences organizational outcomes. **Delaney and Huselid (1996)** found that organizations with strong HR practices experience higher productivity and employee satisfaction. Similarly, **Pfeffer (1998)** emphasized that organizations that invest in people achieve superior performance and lower turnover.

Research Gap

Despite extensive research on human resources and performance, certain gaps remain:

- Most studies focus on **employee engagement or HR practices separately**, rather than integrating them under People Quality Management.
- Limited research exists on **PQM in Indian manufacturing sectors**, particularly in industries such as breweries.
- There is a lack of **firm-specific analysis** linking PQM practices directly to productivity and job satisfaction.

Research Contribution

This study aims to address these gaps by:

- Examining People Quality Management as an integrated framework combining **capability, performance, and engagement**.
- Providing **context-specific insights** from United Breweries Limited (UBL).
- Analyzing how PQM practices influence **employee productivity and job satisfaction** in a manufacturing environment.

Research Contribution

Therefore, this study aims to:

1. Examine the relationship between **People Quality Management practices, employee productivity, and job satisfaction**.
2. Provide **context-specific insights** into workforce capability and performance management within an Indian brewery manufacturing environment.
3. Analyze how PQM practices at UBL function as **strategic performance drivers**, rather than isolated HR activities.

1. RESEARCH DESIGN

The study adopts a descriptive and comparative research design to analyze the impact of People Quality Management (PQM) practices on employee productivity and job satisfaction at United Breweries Limited (UBL). A year-on-year comparison of the Employee Climate Survey (2024 and 2025) is used to identify trends, improvements, and performance gaps in workforce capability and performance quality.

2. RESEARCH OBJECTIVES

The methodology focuses on the following objectives:

- To compare people quality levels (capability, performance, and engagement) between 2024 and 2025.
- To identify improvements or declines in key PQM dimensions.
- To examine the relationship between people quality, productivity, and job satisfaction.
- To provide strategic recommendations for improving People Quality Management practices at UBL.

3. DATA SOURCES

Primary Data

Primary data was collected through the Employee Climate Survey conducted at UBL in 2024 and 2025.

- 2024 Survey: 39 executives invited; 36 responses received (92% response rate)
- 2025 Survey: 34 executives and Leadership Team members invited; 34 responses received (100% response rate)

Responses were measured using a five-point Likert scale (Strongly Agree to Strongly Disagree).

Secondary Data

Secondary data was obtained from:

- Internal HR and performance reports
- Organizational productivity and operational records
- Academic literature and industry research on PQM, HRM, and workforce performance

4. SAMPLING DESIGN

Sampling Technique:

A Non-Probability Purposive Sampling method was used, selecting executives and leadership members due to their involvement in decision-making and performance management.

Population:

Executives and Leadership Team members participating in the Climate Surveys.

Sample Size:

- 2024: 36 respondents
- 2025: 34 respondents

The high response rates enhance the reliability and validity of the study.

5. DATA COLLECTION INSTRUMENT

A structured online questionnaire was used to collect responses across key People Quality dimensions, including:

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

Each dimension was assessed using Likert-scale statements to measure employee perceptions of workforce quality and performance systems.

6. DATA ANALYSIS TECHNIQUES

Descriptive Analysis

- Percentage distribution of responses
- Mean score calculation

- Frequency analysis

Comparative Analysis

- Year-on-year comparison (2024 vs. 2025)
- Identification of improvements or declines across PQM dimensions

Trend Analysis

- Use of charts and graphs to illustrate changes in workforce quality indicators

Interpretative Analysis

- Linking survey findings with People Quality Management frameworks and organizational practices at UBL

The methodology provides a structured approach to analyze People Quality Management (PQM) trends at UBL using a two-year comparative analysis (2024–2025) of the Employee Climate Survey.

By combining quantitative survey analysis with theoretical interpretation, the study evaluates how people quality practices (capability, performance, and engagement) influence employee productivity and job satisfaction.

Limitations of the Study

Despite its systematic approach, the study has certain limitations:

- Limited Population: Focuses only on executives and leadership members; frontline employees are not included.
- Self-Reported Data: Survey responses may involve response bias or social desirability bias.
- Limited Qualitative Insight: The study relies mainly on quantitative data without interviews or focus groups.
- Time Constraint: Analysis is restricted to the 2024–2025 period.
- Sampling Limitation: Purposive sampling limits broader statistical generalization.

Methodological Strength

High response rates, structured survey instruments, and comparative analysis enhance the reliability and relevance of findings for decision-making related to People Quality Management at UBL.

Strategic Linkage: Industry Analysis and People Quality Management

Industry Context

The Indian beer industry is characterized by:

- High regulatory complexity
- Intense competition (AB InBev, Carlsberg, craft brands)
- Premiumization trend
- Seasonal demand and operational intensity

In such an environment, People Quality Management becomes a critical driver of productivity, efficiency, and organizational performance.

Industry Factors and PQM Drivers

- High Competition: Requires a performance-driven culture supported by training, accountability, and innovation.
- Premiumization Trend: Demands higher workforce capability through skill development and leadership training.
- Regulatory Environment: Necessitates strong compliance systems, safety standards, and disciplined processes.
- Changing Consumer Trends: Encourages innovation, creativity, and continuous improvement among employees.

Operational Productivity Link

At brewery operations (such as the Khordha plant), effective People Quality Management improves:

- Operational efficiency
- Product quality and consistency
- Error reduction and cost control

Higher people quality leads to better performance and improved operational outcomes.

Financial Outcome

Improved People Quality Management contributes to key business performance indicators such as:

- Revenue growth
- Higher EBITDA margins
- Increased profitability and operational efficiency

BACKGROUND OF THE STUDY

Employee Engagement in the Context of United Breweries Limited (UBL)

4.1 Organizational Context

People Quality Management refers to the integration of employee capability, performance, and Behavioural contribution toward organizational goals. At United Breweries Limited (UBL),

UBL operates in:

- A high-volume manufacturing environment
- A heavily regulated industry
- A premiumization-driven market
- In this context, high people quality ensures:
- Operational efficiency in brewery operations
- Consistent product quality and safety standards
- Strong brand positioning and customer experience

Thus, People Quality Management at UBL functions as a **strategic performance driver rather than just an HR practice**

Key People Quality Practices at UBL

Leadership and Communication

- Regular town halls and plant review meetings
- Open-door policy and Speak Up mechanism

Performance Management and Recognition

- KPI-based appraisal systems
- Performance-linked reward structures

Learning and Development

- Brewing Young Minds leadership program
- Heineken Learning Academy training modules

Health, Safety and Well-being

- “Safety First, Safety Always” policy
- Occupational health and wellness initiatives

Inclusion and Diversity

- Inclusion and Diversity Council
- Equal opportunity policies

4.3 Measuring People Quality

UBL evaluates people quality through structured **Employee Climate Surveys**, focusing on:

- Leadership trust index
- Work-life balance
- Inclusion metrics

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

- **Origins (1857):** The oldest brewery, **Castle Breweries**, was established in South India in 1857.
- **Formation of United Breweries (1915):** Five South Indian breweries were merged and named **United Breweries (UB)**.
- **Early Distribution:** Beer was transported in large barrels called “**Hog’s heads**” using bullock carts.
- **Initial Customers:** The beer quickly became popular among **British troops stationed in Madras, Bangalore, and the Nilgiris**.
- **Change in Ownership (1947):** The company was acquired by **Mr. Vittal Mallya**, marking the beginning of major growth and expansion.
- **Current Presence:** Today, **United Breweries is one of India’s leading beer companies**, with its brands available in **over 89,000 beer retail outlets across the country**.
- **Majority Ownership (2021):** In **June 2021**, **Heineken N.V.** increased its stake in **United Breweries Limited (UBL)** to **61.5%**.
- **Promoter Shareholder:** With this increased shareholding, **Heineken became the majority promoter of UBL**.
- **Subsidiary Status:** Following the acquisition of additional shares, including those earlier held by the **UB Group**, UBL effectively became a **subsidiary of Heineken globally**.
- **Strategic Advantage:** This partnership provides UBL access to **Heineken’s global brand portfolio, advanced brewing technology, international market expertise, and industry best practices**.

UBL PURPOSE, VALUES, BEHAVIOURS Purpose:

United Breweries Limited (UBL) aims to **create moments of true togetherness that inspire a better world**. This purpose guides all aspects of its operations, from brewing quality products to supporting community and sustainability initiatives. Through its activities, UBL strives to **bring people together while contributing positively to society and the environment**.

Core Values of United Breweries Limited (UBL)

- **Courage to Dream and Pioneer:**
UBL encourages bold thinking, innovation, and the willingness to challenge traditional approaches in order to achieve sustainable growth and industry leadership.
- **Care for People and Planet:**
The company is committed to the well-being of its employees, communities, and the environment, ensuring that its operations contribute positively to society.
- **Enjoyment of Life:**
UBL promotes joyful experiences and believes that sharing moments of happiness helps build stronger connections among people.

- **Passion for Consumers and Customers:**

By understanding consumer preferences and customer expectations, UBL delivers high-quality beverages that enhance satisfaction and create long-term value.

Behaviour: Deliver – Driving Results and Accountability

At United Breweries Limited (UBL), employees and leaders are encouraged to focus on **performance, responsibility, and results**. This behaviour emphasizes achieving organizational goals while maintaining high standards of quality and compliance.

Key aspects include:

- **Outcome-focused approach:** Employees prioritize key performance areas such as brand growth, sales performance, operational efficiency, and customer satisfaction.
- **Accountability:** Individuals are expected to take ownership of their responsibilities across functions such as production, marketing, and sales.
- **Meeting consumer expectations:** Ensuring the consistent quality and safety of products such as **Kingfisher and Heineken** is a top priority.
- **Operational discipline:** Strict adherence to regulatory and compliance standards, including **SEBI guidelines and excise regulations**, is essential.

Example: UBL's ability to maintain strong market leadership in India, despite intense competition and regulatory complexities, reflects its strong culture of accountability and results-driven performance.

Behavioural Pillars at United Breweries Limited (UBL)

1. Shape – Driving Innovation and Strategic Change

At UBL, innovation and adaptability are essential for long-term growth.

- **Encourage innovation:** Employees are motivated to challenge traditional approaches and develop new offerings such as **Heineken Silver and flavored craft beers**.
- **Adapt to consumer trends:** The company continuously updates its product portfolio to match changing consumer preferences for **premium and healthier beverage options**.
- **Support strategic transformation:** Under the leadership of **CEO Vivek Gupta**, UBL focuses on strengthening capabilities in design, manufacturing, and operational efficiency.

Example: The repositioning of UBL's brand portfolio to appeal to **Gen Z and millennial consumers** reflects its proactive approach to shaping future market trends.

2. Connect – Building Relationships and Collaboration

UBL believes that strong collaboration and partnerships are essential for organizational success.

- **Cross-functional teamwork:** Departments such as sales, finance, supply chain, and production work together to manage seasonal demand and operational challenges.
- **Stakeholder engagement:** The company maintains strong relationships with **government bodies, regulators, suppliers, and communities** to ensure transparency and trust.
- **Promoting inclusivity:** Initiatives such as **SAKhEE** promote diversity and empower women in regions like **Odisha**.
- **Customer-centric approach:** Marketing and product teams use consumer insights to strengthen brand loyalty.

Example: UBL's collaboration with **Heineken and government excise departments** demonstrates its commitment to strong partnerships and responsible business practices.

3. Develop – Growing Self and Others

UBL emphasizes continuous learning and professional development.

- **Talent development:** The company invests in employee training, leadership development programs, and skill enhancement initiatives.
- **Coaching culture:** Leaders actively mentor employees and provide constructive feedback to support career growth.
- **Sustainable mindset:** Development also includes promoting sustainable business practices that benefit future generations.

Through these practices, UBL aims to build a **skilled, motivated, and future-ready workforce**.

2.1.2 Services and Business Focus

United Breweries Limited (UBL) focuses on the **brewing, packaging, marketing, and distribution of alcoholic and non-alcoholic beverages**.

a) Brewing and Manufacturing

- Produces a wide range of **lager, strong, and premium beers** for different market segments.
- Operates multiple breweries across India with **advanced production and quality control systems**.
- Uses high-quality ingredients such as **malt, hops, and yeast** to maintain product standards.

b) Marketing and Brand Management

- Promotes brands through **sports, music, and lifestyle sponsorships** (e.g., Kingfisher Calendar, IPL, Sunburn).
- Uses a **digital-first marketing strategy** to engage millennials through social media and influencer campaigns.

c) Distribution and Logistics

- Maintains a strong **nationwide distribution network** supplying bars, restaurants, and retail outlets.
- Exports products to **over 50 countries**, expanding its global presence.

d) Innovation and Product Diversification

- Focuses on **premium products** such as Kingfisher Ultra Max and Heineken Silver.
- Expands into **low-alcohol and non-alcoholic beverages** to meet health-conscious consumer demand.
- Experiments with **craft-style brews and sustainable packaging solutions**.

2.1.2.1 Business Focus Areas

a) Customer-Centricity

- UBL focuses on understanding consumer preferences and delivering **high-quality, affordable beverages** that match evolving tastes.

b) Premiumization and Global Expansion

- Encourages consumers to shift from **regular to premium beer segments**.
- Expands exports to **Asian and African markets** to strengthen global presence.

c) Sustainability and Responsibility

- Reduces **water consumption and carbon emissions**.
- Promotes **“Enjoy Responsibly”** campaigns.
- Supports **local communities and farmers** through sourcing and procurement initiatives.

d) Digital Transformation

- Uses **data analytics, IoT-enabled brewing systems, and e-commerce partnerships** to improve operational efficiency and customer reach.

e) Brand Experience

- Positions itself as a **lifestyle brand associated with celebration, friendship, and enjoyment**, not just a beverage company.

2.1.2.2 Service Excellence

Although primarily a manufacturing company, UBL ensures service excellence through:

- **Customer relationship management (CRM)** with retailers and distributors.
- **Support for HoReCa partners** (hotels, restaurants, cafés) to maintain proper storage and serving standards.
- **Training programs** for partners on responsible retailing and product presentation.
- **Event collaborations and brand promotions** to enhance consumer engagement.

2.1.2.3 Strategic Vision

UBL aims to become **India's most trusted and sustainable beverage company** by:

- Strengthening its **leadership in the beer market**.
- Driving **innovation and premium product growth**.
- Building a **responsible, inclusive, and performance-driven organizational culture**.

2.1.3.1 Process Flow of Beer Manufacturing

United Breweries Limited – Khordha Unit

The beer manufacturing process at **United Breweries Limited (UBL), Khordha unit** follows a structured brewing system consisting of five major stages: **raw material handling, brewing, fermentation, filtration, and packaging**.

The main ingredients used are **malt, broken rice (adjunct), sugar, hops, yeast, and water**, which are carefully processed to ensure product quality and consistency.

1. Raw Material Handling

The process begins with the **storage and preparation of raw materials**. Malt is stored in silos, while adjuncts such as broken rice and sugar are stored separately.

The malt is cleaned using a **classifier (de-stoner and screener)** to remove impurities and then crushed in a **roller mill** to expose starch for sugar extraction. Adjuncts like broken rice are processed in an **adjunct kettle** before mixing with malt.

2. Brewing

During brewing, the crushed malt is mixed with **hot water in a mash kettle** to convert starch into fermentable sugars. The mixture is transferred to the **lauter tun**, where liquid wort is separated from grain residues. The wort is then **boiled with hops in the wort kettle**, which adds bitterness, aroma, and flavor.

After boiling, the mixture passes through a **whirlpool tank** to remove solid particles.

3. Fermentation

The clarified wort is cooled and transferred to **fermentation tanks (unitanks)**.

Yeast is added to convert sugars into **alcohol and carbon dioxide**. This stage plays a key role in determining the **taste, aroma, and alcohol content** of the beer and is conducted under controlled temperature conditions.

4. Filtration and Bright Beer Storage

After fermentation, the beer is filtered using a **DT (Diatomaceous Earth) filter** to remove yeast and suspended particles. The filtered beer is then stored in **Bright Beer Tanks (BBT)** where carbonation levels are adjusted and final quality checks are performed.

5. Packaging, Warehousing, and Dispatch

In the final stage, the finished beer is filled into **bottles and cans using automated packaging lines**.

The packaged products are stored in a **bonded warehouse** and then distributed to **distributors and retailers** through UBL's logistics network.

2.1.4 HR Policies and Practices

United Breweries Limited (UBL) has established comprehensive HR policies to ensure **fair compensation, ethical conduct, employee welfare, and continuous development**.

1. Remuneration Policy

- UBL follows a formal remuneration policy covering **Key Managerial Personnel (KMP), senior management, and other employees**.
- Compensation for senior roles is **benchmarked and approved by the Board based on committee recommendations**.
- Employee salaries and annual increments are **linked to job grade and performance appraisal**.

2. Code of Business Conduct & Speak Up Policy

- UBL maintains a **Code of Business Conduct and Ethics** promoting integrity, equal opportunity, and respectful workplace behaviour.
- The **Speak Up Policy** allows employees to report misconduct or violations confidentially without fear of retaliation.

3. Equal Opportunity and Anti-Harassment Policy

- The company ensures **equal employment opportunities** and strictly prohibits discrimination or harassment.
- UBL complies with the **Sexual Harassment of Women at Workplace Act, 2013** and other statutory regulations.

4. Health, Safety, and Employee Wellness

- UBL follows the principle "**Safety First, Safety Always**" with regular safety training and risk assessments.
- Employees receive **medical insurance, annual health check-ups, and wellness programs** supporting physical and mental health.
- Additional welfare initiatives such as **nutritious meals for brewery employees** are also provided.

5. Work Flexibility

- Certain roles allow **manager-approved work-from-home options**.
- Flexible work hours are permitted in some cases depending on job roles and operational requirements.

6. Training, Development, and Career Growth

- Programs like **Brewing Young Minds** help train new employees and campus recruits.
- Employees receive **personalized development plans and global training through the Heineken Learning Academy**.
- Technical and Behavioural skill development programs are also conducted for operational staff.

7. Industrial Relations and Labor Compliance

- UBL maintains **long-term settlements with employees at various brewery locations**.
- Third-party compliance partners ensure adherence to **labour laws and regulatory requirements**.

8. Employee Data Privacy

- UBL follows a **data privacy policy** to protect personal information collected during recruitment and employment processes.

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) (net cash position)
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%	(Negative, as company was net cash in 2024)

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.

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.

Qualitative Analysis

a) Revenue Growth & Market Position

- UBL continues to hold **market leadership in the Indian beer industry** with an estimated **50%+ market share**.
- Revenue growth is mainly driven by **premiumization**, especially brands like **Kingfisher Ultra and Heineken Silver**.
- Export volumes have also improved due to a stronger presence in **Asia-Pacific markets**.

b) Cost Efficiency & Profitability

- Effective control of **raw material costs (malt and packaging)** and improved operational efficiency helped maintain margins despite inflation.
- **Sustainable sourcing and digital supply chain systems** reduced logistics costs and wastage.
- Strong **EBITDA and PAT margins** reflect financial discipline.

c) Balance Sheet Strength

- UBL maintains a **very low debt-to-equity ratio (0.06:1)**, ensuring financial stability.
- Strong **reserves and surplus** support internal funding for expansion.
- Improved **Return on Capital Employed (ROCE)** due to higher profitability.

d) Strategic & Operational Developments

- Focus on **innovation and brand expansion**, including premium variants of Kingfisher and Heineken.
- Increased **production capacity in breweries in Maharashtra and Odisha** to strengthen supply chain efficiency.
- Continued commitment to **sustainability and water conservation** under Heineken's Brewing a Better World program.

e) Human Resource & Governance

- Employee engagement and productivity initiatives improved **operational efficiency**.
- UBL maintains strong **corporate governance, transparency, and ethical standards**.

2.3 SWOT Analysis

Strengths

- Market leader in the Indian beer industry with **over 50% market share**.
- Strong brand portfolio including **Kingfisher, Heineken, and Amstel**.
- Supported by global parent **Heineken N.V.**, providing international expertise and technology.
- Extensive **distribution network across India** and exports to **50+ countries**.
- Strong financial position with **low debt and high reserves**.
- Focus on **employee engagement, safety, and innovation**.

Weaknesses

- High dependence on **state-level excise regulations** in India.
- Limited diversification beyond **alcoholic beverages**.
- **Advertising restrictions** limit brand promotion.
- Sales affected by **seasonal demand patterns**, especially during summer.

Opportunities

- Growing demand for **premium, craft, and non-alcoholic beer**.
- Rising **urbanization and disposable income** increasing beer consumption.
- Government support for **domestic manufacturing** (“Make in India”).
- Adoption of **sustainable brewing technologies and eco-friendly packaging**.
- Expansion of **digital marketing and experiential branding**.

Threats

- Intense competition from global brands such as **AB InBev and Carlsberg**.
- **Regulatory uncertainty** in taxation, sales, and advertising policies.
- Increasing **health-conscious consumer trends** favoring low-alcohol beverages.
- **Volatility in raw material prices** (malt, barley, packaging) and supply chain disruptions.

2.4 Industry Analysis

Basic Objective

UBL follows a dual business strategy:

1. **High Volume – Low Margin:**
 - Focus on mass-market brands such as **Kingfisher Premium and Kingfisher Strong**.
 - These products are widely distributed and generate **high sales volume**.
2. **Low Volume – High Margin (Premium Segment):**
 - Includes premium brands like **Heineken, Kingfisher Ultra, Kingfisher Ultra Max, and Amstel**.
 - Targets niche consumers and provide **higher profit margins**.

Structure of the Company

- **Type:** Public Limited Company
- **Parent Company:** Majority owned by **Heineken N.V. (Netherlands)**
- **Organizational Structure:** Functional and hierarchical

Key Leadership Positions

- Chairman
- Managing Director (MD)
- Chief Executive Officer (CEO)

Functional Departments

- Finance
- Marketing
- Human Resources (HR)
- Operations
- Legal

Operational Management

- **Plant Managers and Regional Heads** manage brewery operations across different states.

Manufacturing Network

- UBL operates **19+ breweries across India**, including locations such as **Khordha, Mumbai, and Bengaluru**, ensuring strong production and distribution capabilities.

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

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 such as Kingfisher Premium and Kingfisher Strong to encourage higher consumption.
- **Premium pricing strategy** for international and craft brands like Heineken and Kingfisher Ultra.
- Prices vary across states due to **different excise duties**, generally ranging from **₹120 to ₹300 per bottle** depending on brand and size.

4. Place (Distribution)

- Strong **nationwide distribution network** with presence across **all major Indian states and 50+ export markets**.
- Distribution channels include:
 - **Retail outlets:** Wine and beer shops
 - **On-trade:** Bars, pubs, restaurants, hotels
 - **Off-trade:** Supermarkets and convenience stores

- Efficient logistics and supply chain systems ensure **fresh and timely product availability**.

5. Promotion

- **Surrogate marketing** due to restrictions on direct alcohol advertising (e.g., Kingfisher Calendar, Fashion Week, Airlines branding).
- **Sports sponsorships** including IPL (Royal Challengers Bangalore), football clubs, and motorsports.
- **Digital campaigns and music events** targeting youth through social media engagement.

6. Customer Segment

- **Mass Segment:** Middle-income consumers aged **18–40**, mainly urban and semi-urban customers seeking affordable beer.
- **Premium Segment:** Higher-income professionals and urban youth who value **quality, brand image, and lifestyle appeal**.

7. Positioning Strategy

- **Kingfisher:** “The King of Good Times” – positioned as a fun, youthful, and celebratory brand.
- **Heineken:** “Open Your World” – positioned as a **global premium brand**.
- **Ultra Series:** Targeted at **modern, lifestyle-oriented consumers** seeking premium experiences.

8. Branding Strategy

- **Umbrella branding:** The Kingfisher brand extends across multiple products and lifestyle initiatives.
- **Lifestyle association:** Strong presence in **fashion, sports, and music events** to build emotional connections.
- **Premiumization strategy:** Focus on expanding **high-margin premium brands** such as Heineken and Kingfisher Ultra Max.
- **Consistent brand identity** maintained through recognizable logos, colours, and messaging.

Profile of the Business Unit

Khordha Brewery – Odisha (United Breweries Limited)

The **Khordha Brewery**, established around **2007–08 as a greenfield project**, is a key regional manufacturing unit of United Breweries Limited (UBL). The plant follows a structured organizational system to ensure **efficient operations, quality control, and sustainable brewing practices**.

1. Plant Leadership

- **Plant Head / Unit Head (Operations):**
 - Overall responsible for plant performance, production efficiency, safety compliance, and operational coordination.
 - Ensures alignment of plant operations with UBL’s corporate strategy and quality standards.

2. Functional Departments

- **Production Department:**
Manages the brewing process including mashing, fermentation, filtration, and packaging while ensuring product consistency.
- **Process Department:**
Monitors brewing parameters and process efficiency to maintain product quality and yield.
- **Quality Assurance (QA):**
Ensures compliance with quality standards, regulatory requirements, and food safety norms.
- **Utility / Asset Care:**
Maintains machinery and utilities through preventive and predictive maintenance to ensure uninterrupted operations.

- **Commercial / Stores:**

Manages procurement of raw materials, inventory control, warehousing, and coordination with distributors.

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

Oversees environmental compliance, occupational safety, and health standards within the plant.

- **Human Resources (HR):**

Handles recruitment, training, employee relations, engagement programs, payroll, and industrial relations.

3. Cross-Functional Coordination

- **Safety Committee:** Representatives from Operations, QA, HR, and EHS monitor safety practices.
- **Plant Review Meetings:** Regular meetings review safety metrics, production performance, quality KPIs, and cost targets.
- Department heads report to the **Unit Head/GM**, who coordinates with UBL's corporate leadership in Bengaluru.

4. CSR & Community Engagement

The Khordha brewery actively contributes to community welfare through **safe drinking water initiatives**.

- Water projects support **44,000+ residents across 18 villages** and institutions including **District Headquarters Hospital, Khordha**.
- Initiatives include **RO plants, chlorine dioxide treatment systems, and community water stations**, implemented with **Spring Health Water India**.

5. Workforce Structure

Employees are categorized into:

- **Permanent Employees:** Executives, leadership members, and plant operators.
- **Contractual Employees:** Hired through agencies for operational and maintenance support.

Shift System:

- 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

Workforce Composition:

- Leadership Team: 8
- Executives: 27
- Operators / Associates: 69

This structure ensures efficient coordination and continuous production.

6. Leave and Holiday Structure

The plant follows a structured leave policy to maintain employee well-being:

- **Privilege Leave (PL)**
- **Casual Leave (CL)**
- **Sick Leave (SL)**
- **Special Leave**
- **Official Holidays**

This policy supports **work-life balance and employee welfare**.

2.4.3 Job Profile of Key Team Members

1. Human Resources (HR) Department

- **HR Manager:** Ms. Sony Mehta

- **Unit Head:** Sudhi Ranjan Behera

Key Responsibilities:

- **Talent Acquisition:** Recruitment for plant, sales, and corporate roles.
- **Employee Engagement:** Managing engagement activities, grievance handling, and team-building programs.
- **Compliance:** Ensuring adherence to labor laws, ESI, PF, POSH, and company policies.
- **Training & Development:** Organizing skill development, TPM training, and leadership programs.
- **HR Analytics:** Monitoring attendance, attrition, manpower planning, and HR dashboards.

2. Production Department

- **Production Manager:** Mr. Nabin Ku. Das Mohapatra

Key Responsibilities:

- **Manufacturing Operations:** Supervising brewing, bottling, and packaging activities.
- **Resource Management:** Planning manpower, raw materials, and machine utilization.
- **Performance Monitoring:** Tracking KPIs such as OEE, yield, and downtime.
- **Continuous Improvement:** Implementing TPM, Kaizens, and root cause analysis.
- **Compliance:** Maintaining hygiene, sanitation, and audit readiness.

3. Process Department

- **Process Manager:** Mr. Atanu Dash

Key Responsibilities:

- **Brewing Process Control:** Monitoring fermentation, filtration, and maturation.
- **Recipe Standardization:** Ensuring consistency across beer batches.
- **Process Optimization:** Managing pH, gravity, and temperature parameters.
- **Automation Systems:** Operating SCADA/DCS systems for process control.
- **Efficiency Improvement:** Reducing water and energy consumption per HL of beer.

4. Safety (EHS) Department

- **Safety Manager:** Subrata Roy

Key Responsibilities:

- **Regulatory Compliance:** Ensuring adherence to safety regulations and standards.
- **Risk Management:** Conducting HAZOP, HIRA, and safety assessments.
- **Safety Training:** Organizing drills, toolbox talks, and contractor safety programs.
- **Incident Investigation:** Analyzing accidents and implementing preventive actions.
- **Reporting:** Maintaining EHS reports and compliance documentation.

5. Utility Department

- **Utility Manager:** Sanjaya Kumar Sahoo

Key Responsibilities:

- **Plant Utilities Management:** Maintaining boilers, chillers, compressors, and water treatment systems.
- **Energy Efficiency:** Monitoring power, steam, and water consumption.
- **Maintenance Planning:** Preventive maintenance and spare parts management.
- **TPM Support:** Implementing Jishu Hozen, planned maintenance, and Kaizen initiatives.

6. Quality Assurance (QA) Department

- **QA Manager:** Harish J

Key Responsibilities:

- **Product Testing:** Conducting raw material, in-process, and final product testing.
- **Microbial Analysis:** Ensuring product safety and quality standards.
- **Compliance:** Maintaining ISO, FSSAI, and HACCP standards.
- **Documentation:** Managing SOPs, calibration records, and quality logs.
- **Customer Feedback:** Investigating complaints and implementing corrective actions.

7. P&L / Commercial Department

- **Commercial Manager:** Sanghamitra Mishra

Key Responsibilities:

- **Financial Management:** Monitoring revenue, costs, and profitability.
- **Sales Operations:** Managing pricing, distributor relationships, and market operations.
- **Budgeting & Forecasting:** Preparing financial reports using SAP/ERP systems.
- **Business Analysis:** Evaluating product performance and market trends.
- **Regulatory Liaison:** Coordinating with government authorities for excise compliance and approvals

2.4.1 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
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2.4.5 Emerging Trends in the Indian Beer Industry

a) Product Life Cycle (PLC) Stage

- The Indian beer industry is currently in the **growth-to-maturity stage**.
- Growth driven by **urbanization, rising incomes, and changing lifestyles**.
- Maturity reflected in **market consolidation and premium product diversification** (craft, low-alcohol, non-alcoholic beer).
- UBL's **Kingfisher** brand remains strong, supported by premium variants like **Kingfisher Ultra Max** and **Heineken Silver**.

b) Rate of Growth

- Industry growing at approximately **8–10% annually** after the pandemic.
- **Premium beer segment** expanding faster at **12–15% per year**.
- Growth supported by **urban consumers and expansion into Tier-2 and Tier-3 cities**.

c) Marketing Dynamics

- Shift from traditional advertising to **experience-based marketing** (sports, music festivals, lifestyle events).
- Increasing use of **digital marketing, influencers, and targeted campaigns**.
- Premium brands emphasize **global identity**, while brands like **Kingfisher** focus on a fun and social image.

d) Changing Consumer Preferences

- Growing demand for **premium, flavored, and craft beers**.
- Increasing interest in **low-calorie and non-alcoholic beverages**.
- Consumers prefer **experiential consumption**, such as brewery visits and themed events.

CHAPTER 3

3.1 Competitor Analysis

3.1.1 Key Market Trends of the Indian Beer Market

- The Indian beer market is projected to grow at a **CAGR of approximately 5.25% from 2025 to 2035**.
- Market value was around **USD 13.40 billion in 2024**.
- It is expected to reach **USD 23.5 billion by 2035**, indicating strong long-term growth potential.
- Growth is driven by **rising consumer demand, urbanization, and changing lifestyles**.
- Increasing popularity of **craft beer and premium beer** reflects evolving consumer preferences.

3.1.2 Key Players in the Indian Beer Industry

The Indian beer industry is **oligopolistic**, with a few major companies dominating market share. The market includes **global breweries, Indian companies, and emerging craft beer brands**.

Major Industry Leaders

1. United Breweries Limited (UBL)

- India's largest brewery with **around 50–52% market share**.
- Majority-owned by **Heineken N.V.**
- Key brands: **Kingfisher** (Premium, Strong, Ultra, Ultra Max), **Heineken**, and **Amstel**.

2. Anheuser-Busch InBev (AB InBev)

- Global brewing giant with strong presence in India.
- Key brands: **Budweiser, Corona, and Hoegaarden**.
- Focuses on **premium and super-premium segments**.

3. Carlsberg India Pvt. Ltd.

- Subsidiary of **Carlsberg Group**.
- Key brands: **Tuborg, Carlsberg Elephant**.
- Holds **15–18% market share** with premium positioning.

Other Notable Players

- **B9 Beverages Pvt. Ltd.** – Known for **Bira 91**, popular among urban millennials.
- **SOM Distilleries and Breweries Limited** – Brands include **Hunter** and **Black Fort**.
- **Radico Khaitan Ltd.** – Primarily spirits but also involved in beer production.

Other Domestic Brands

- **Kalyani Black Label**
- **Haywards 5000**
- **Knock Out**

Overall, the Indian beer market is dominated by **UBL, AB InBev, and Carlsberg**, while **craft and regional breweries** are gradually expanding their presence.

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)
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. Customer Profile

- **Current Customers:** Urban and semi-urban adults (21–45 years), mainly working professionals.
- **Potential Customers:**
 - Young consumers (21–25) in Tier-2 and Tier-3 cities
 - Health-conscious consumers (low/non-alcoholic beer)
 - Premium and craft beer seekers

2. Buying Roles

- **Buyers:** Middle and upper-middle-class professionals
- **Influencers:** Friends, social media, events, and lifestyle marketing
- **Consumers:** Social groups in bars, restaurants, and home gatherings

3. Customer Types

- Economic buyers (price-focused)
- Cognitive buyers (quality and brand-conscious)
- Passive buyers (brand loyal)
- Impulsive buyers (occasion-based purchases)

4. Factors Influencing behaviour

- **Cultural:** Increasing acceptance of social drinking
- **Social:** Peer influence and lifestyle trends
- **Personal:** Age, income, and occupation
- **Psychological:** Enjoyment, relaxation, and social belonging

5. Customer Needs

- Beer as an **experience product** for socializing, relaxation, and celebration
- Provides emotional value such as fun, status, and companionship

6. Buying Process (AIDA Model)

- **Attention:** Sponsorships, packaging, digital campaigns
- **Interest:** Brand image and legacy
- **Desire:** Association with enjoyment and premium quality
- **Action:** Purchase through retail, horeca, and online platforms

7. Buying Decision behaviour

- Steps: Need → Information → Evaluation → Purchase → Post-purchase
- Mostly **habitual and low-to-moderate involvement**
- Brand loyalty strong for Kingfisher

8. Post-Purchase behaviour

- Satisfaction leads to repeat purchases and word-of-mouth
- Dissatisfaction leads to switching brands
- Retention supported through events and brand engagement

9. Purchase Channels

- **B2C:** Retail shops, bars, restaurants, supermarkets
- **B2B:** Hotels, distributors, event organizers
- **Online:** Apps (in permitted regions)
- Strong **intensive distribution network**

10. Buying Timing

- Peak during **weekends, festivals, IPL, and summer season**
- Lower demand in monsoon and winter

11. Decision Factors

- Price, taste, availability, and brand image
- UBL positioned as **affordable yet aspirational**

12. Competitive Advantage

- Strong distribution network
- Emotional branding (“King of Good Times”)
- Affordable pricing with consistent quality
- Backed by Heineken partnership

13. Response to Marketing

- Positive response to **events, sponsorships, and digital campaigns**
- Customers are price-sensitive but remain loyal to quality

14. Repeat Purchase & CRM

- High repeat purchase due to brand loyalty
- Strengthened through **experiential marketing and digital engagement**

15. Emerging Trends

- Growing female and health-conscious consumer base
- Rising premium and craft beer demand
- Expansion in Tier-2/3 cities
- Digital buying and marketing growth
- Preference for sustainable and eco-friendly products

CHAPTER 4

4.1 BACKGROUND OF THE STUDY

4.1.1 PEOPLE QUALITY MANAGEMENT (PQM)

Introduction

People Quality Management refers to the **systematic management of employee capability, performance, and behaviour** to achieve organizational excellence. It focuses on developing a workforce that is skilled, accountable, and aligned with organizational goals.

Unlike traditional approaches that focus only on satisfaction or engagement, PQM ensures that employees:

- Possess the **right skills and competencies**
- Deliver **consistent performance and quality output**
- Demonstrate **ownership, discipline, and continuous improvement**

People quality can be understood through three key dimensions:

- **Capability Quality:** Employee skills, knowledge, and technical competence
- **Behavioural Quality:** Commitment, accountability, and proactive contribution
- **Performance Quality:** Efficiency, productivity, and output standards

4.1.2 PRACTICES TO IMPROVE PEOPLE QUALITY

Organizations enhance People Quality Management through structured practices:

Leadership and Communication

- Transparent communication, regular reviews, and open feedback systems build trust and alignment

Performance Management Systems

- KPI-based appraisals, performance tracking, and reward mechanisms ensure accountability

Training and Development

- Skill-building programs, technical training, and leadership development improve workforce capability

Work-Life Balance and Well-being

- Flexible policies, wellness initiatives, and mental health support improve employee effectiveness

Employee Well-being Programs

- Health initiatives and safety practices ensure physical and mental readiness for work

Teamwork and Collaboration

- Cross-functional coordination and team-building activities enhance productivity

Inclusive Work Environment

- Diversity, equity, and inclusion practices promote belongingness and participation

4.1.3 MEASURING PEOPLE QUALITY

People Quality Management is measured using both quantitative and qualitative indicators:

Workforce Capability Metrics

- Skill levels, training effectiveness, and competency development

Performance Metrics

- Productivity, efficiency, quality output, and error rates

Employee Feedback Systems

- Climate surveys, pulse surveys, and engagement indicators

Retention and Attendance Data

- Attrition rates, absenteeism, and workforce stability

Managerial Reviews

- Regular performance discussions and capability assessments

4.1.4 CHALLENGES IN MEASURING PEOPLE QUALITY

Measuring people quality involves several challenges:

- **Subjectivity:** Behavioural and capability aspects are difficult to measure precisely
- **Data Limitations:** Over-reliance on survey data may not reflect actual performance

- **Organizational Barriers:** Employees may hesitate to provide honest feedback
- **Dynamic Environment:** Workforce capability and performance change over time
- **Measurement Complexity:** Integrating capability, behaviour, and performance into a single framework is challenging

4.1.5 IMPROVING PEOPLE QUALITY MANAGEMENT

Organizations can enhance people quality through the following strategies:

Capability Development

- Continuous training, skill enhancement, and learning programs

Performance-Driven Culture

- Clear KPIs, accountability systems, and performance-based rewards

Leadership Effectiveness

- Strong leadership that provides guidance, feedback, and support

Continuous Improvement Practices

- Adoption of Kaizen, TPM, and process improvement initiatives

Employee Involvement

- Encouraging participation, innovation, and idea-sharing

Health, Safety, and Well-being

- Ensuring safe working conditions and employee wellness

Organizational Culture

- Promoting trust, collaboration, and alignment with company values

4.1.6 BENEFITS OF PEOPLE QUALITY MANAGEMENT

Benefits to Employees

- Improved skills, competence, and career growth
- Greater job satisfaction and sense of purpose
- Better work-life balance and well-being
- Increased confidence and performance capability
- Stronger collaboration and workplace relationships

Benefits to the Organization

- Higher productivity and operational efficiency
- Improved product quality and consistency
- Reduced errors, wastage, and operational costs
- Increased innovation and continuous improvement
- Higher employee retention and lower absenteeism
- Strong organizational culture and employer branding
- Sustainable profitability and competitive advantage

ACTUAL WORK DONE

Week 1: Organizational Orientation & Safety Training

- Completed safety induction covering **12 Golden Safety Rules**
- Key areas: PPE usage, food safety, jewellery policy, mobile restriction, workplace safety
- Attended daily **Tool Box Talks (TBT)** on:
 - LOTO, confined space safety, MSDS, SCBA
 - Fire safety, gas handling, work at height

- Slip-trip prevention and spill management

Learning: Strong safety culture ensures disciplined workforce behaviour and operational reliability (PQM – Behavioural Quality).

Week 2: HR Processes & Workforce Management

- Understood **HR and Admin functions**
- Exposure to:
 - Permanent vs contractual workforce management
 - LTS (Long Term Settlement) agreements
 - AGS payroll system
 - HRBP role in aligning HR with business

Insight: HR plays a key role in maintaining workforce stability and performance quality (PQM – Performance Quality).

Week 3: Training Coordination & Development

- Worked on **O2I (Opportunity to Improve)** under TPM
- Studied **Kirkpatrick Training Evaluation Model**
- Activities:
 - Coordinated with HODs on training schedules
 - Attended safety trainings (Emergency Response, Machine Guarding, SCBA)
 - Prepared NATS/NAPS registration guidelines
 - Participated in mental wellness session

Learning: Structured training enhances employee capability and continuous improvement (PQM – Capability Quality).

Week 4: Training Effectiveness Evaluation (TPM Quiz)

- Designed and conducted **TPM Quiz** to assess training retention
- Implementation:
 - 5 question sets (shift-based)
 - Offline tests for associates, online tests for executives
 - Ensured zero operational disruption

Outcome:

- Identified high and low performers
- Recommended retraining where required

Finding: Training effectiveness declines without reinforcement, highlighting the need for continuous learning (PQM – Capability & Performance Quality).

Week 5: Leadership Engagement Activity

- Conducted **quiz competition for Leadership Team (LT)**
- Included puzzle and buzzer rounds

Outcome:

- Improved participation, morale, and team bonding
- Recognized top performers and distributed rewards

Learning: Engagement activities enhance motivation and teamwork, improving overall workforce performance (PQM – Behavioural Quality).

Overall Learning

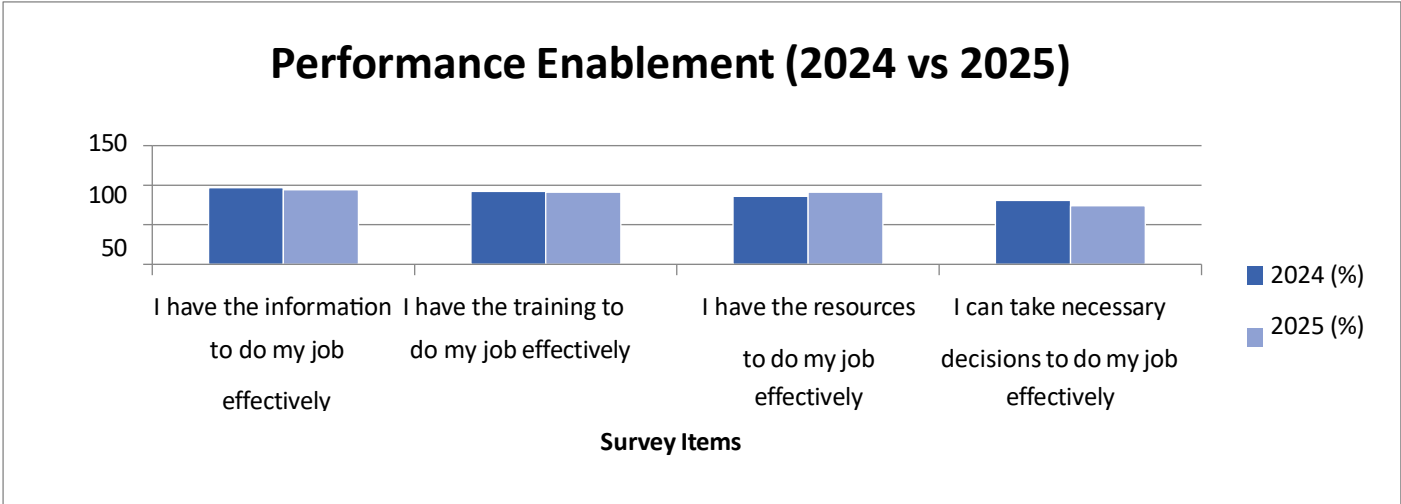
The internship provided practical exposure to **People Quality Management**, highlighting how:

- Safety ensures disciplined behaviour
- Training enhances capability

- HR systems support performance
- Engagement improves motivation

Together, these factors contribute to **higher productivity, efficiency, and organizational performance at UBL.**

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

- Slight decline from **89% to 88% (–1%)** in performance enablement.

Interpretation (PQM Perspective)

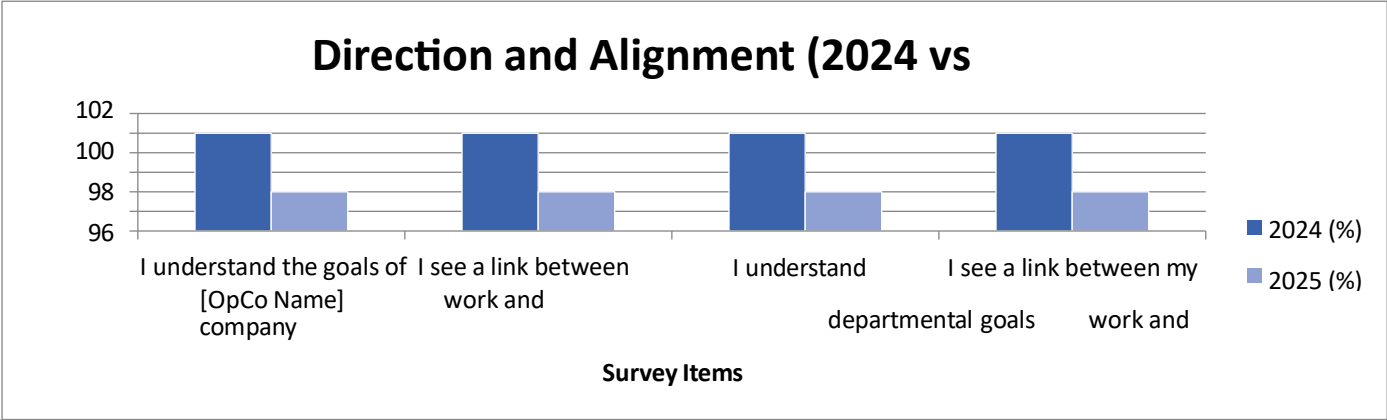
- Employees possess adequate **skills and training (Capability Quality)**.
- However, reduced scores indicate gaps in **autonomy, role clarity, and decision-making authority (Behavioural Quality)**.
- The stagnation reflects a need to strengthen **ownership and empowerment to improve overall performance quality**.

Recommendations (PQM Focus)

- Enhance **role ownership and accountability frameworks**.
- Introduce **microlearning and continuous skill development programs**.
- Empower employees with **decision-making authority in operational activities**.
- Improve **clarity in roles, responsibilities, and expectations**.

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



Data Highlights

- Decline from **100% to 94% (–6%)** in direction and alignment.

Interpretation (PQM Perspective)

- Indicates a gap in **alignment between individual roles and organizational goals**.
- While capability remains strong, reduced clarity affects **performance quality and strategic focus**.
- Employees may lack a clear understanding of how their work contributes to overall business outcomes.

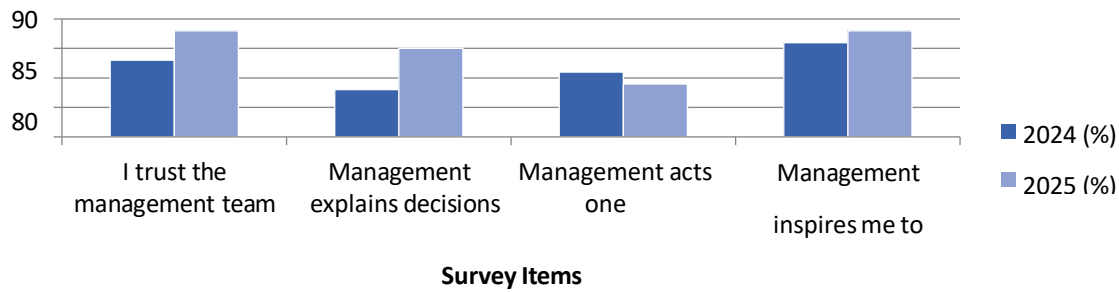
Recommendations (PQM Focus)

- Strengthen **goal cascading and role alignment mechanisms**.
- Conduct **regular communication on organizational priorities and strategy**.
- Align **departmental KPIs with overall business objectives**.
- Implement **quarterly alignment and review meetings** to reinforce clarity.

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

Management Team (2024 vs



Data Highlights

- Increase from **82% to 85% (+3%)** in leadership trust.

Interpretation (PQM Perspective)

- Indicates improvement in **Behavioural quality through leadership effectiveness**.
- Employees show higher confidence in **leadership credibility, transparency, and decision-making**.
- Strengthens **alignment, collaboration, and overall performance quality** within the organization.

Recommendations (PQM Focus)

- Continue **leadership visibility and open communication forums**.
- Maintain **transparency in strategic and operational decisions**.
- Recognize and promote **inclusive and responsive leadership practices**.
- Encourage **two-way communication between employees and management**.

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)



Survey Item	2024 (%)	2025 (%)	Change (±%)	Data
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	

Highlights

- Slight decline from **89% to 88% (-1%)** in manager effectiveness.

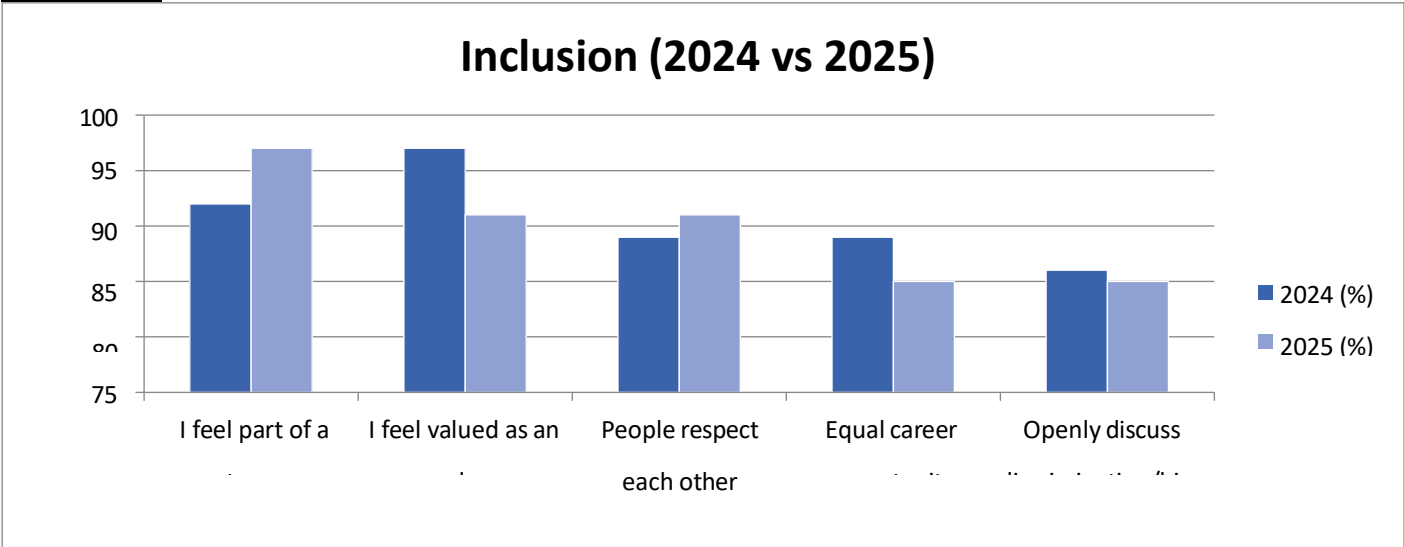
Interpretation (PQM Perspective)

- Indicates stable but stagnant **Behavioural quality in people management**.
- Employee–manager relationships remain positive, but lack of improvement suggests gaps in **coaching, feedback consistency, and developmental support**.
- This may impact **employee capability growth and performance quality over time**.

Recommendations (PQM Focus)

- Strengthen **manager capability through leadership development programs**.
- Implement **monthly one-on-one performance and feedback sessions**.
- Introduce **structured feedback and recognition frameworks**.
- Encourage managers to focus on **coaching and employee development**.

E. Inclusion



Data Highlights

- Slight decline from **91% to 90% (–1%)** in inclusion and belonging.

Interpretation (PQM Perspective)

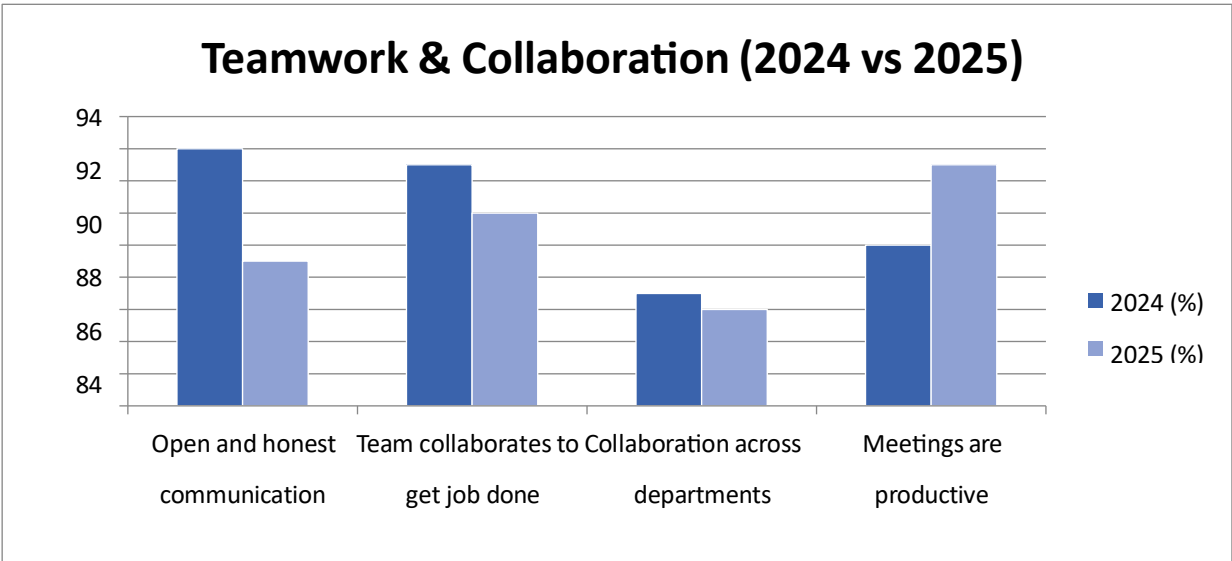
- Indicates stable but plateauing **Behavioural quality in inclusivity and workplace culture**.
- While policies exist, there may be gaps in **practical implementation and everyday inclusivity experiences**.
- This can affect **employee engagement, collaboration, and overall people quality**.

Recommendations (PQM Focus)

- Establish **Inclusion Councils and diversity-focused initiatives**.
- Conduct **regular diversity and inclusion workshops**.
- Introduce **mentoring programs for underrepresented groups**.
- Ensure **visible DEI practices in hiring, promotions, and leadership decisions**.

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

- Slight decline from **88% to 87% (–1%)** in collaboration.

Interpretation (PQM Perspective)

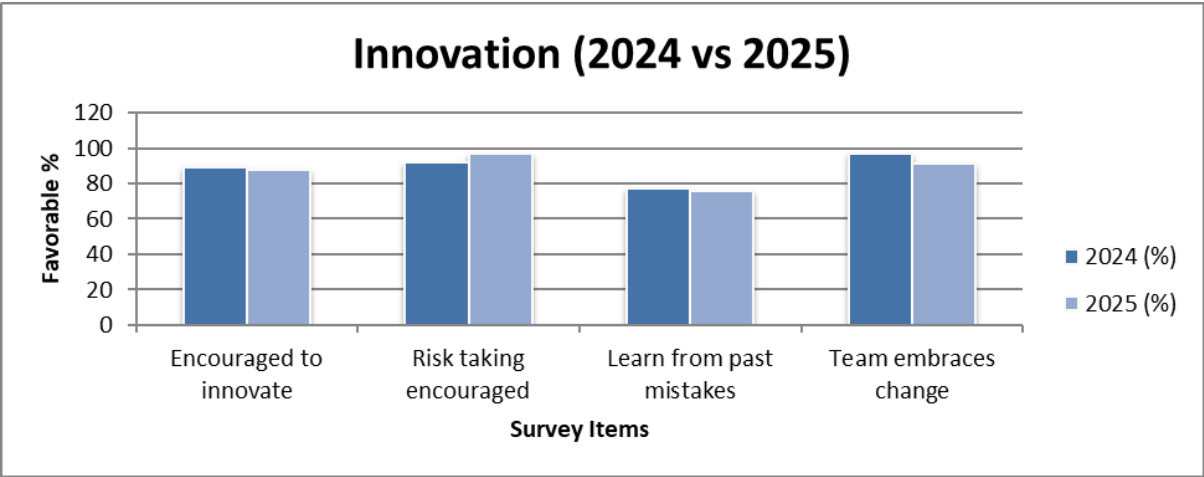
- Indicates stable but slightly weakening **Behavioural quality in teamwork and collaboration**.
- Strong intra-team coordination exists, but **cross-functional collaboration may be limited**, leading to siloed working patterns.
- This can impact **overall performance quality and operational efficiency**.

Recommendations (PQM Focus)

- Encourage **cross-functional projects and collaboration initiatives**.
- Implement **shared KPIs to promote collective accountability**.
- Introduce **idea-sharing platforms and knowledge exchange forums**.
- Conduct **regular team-building and interdepartmental engagement activities**.

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



Data Highlights:

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

Interpretation:

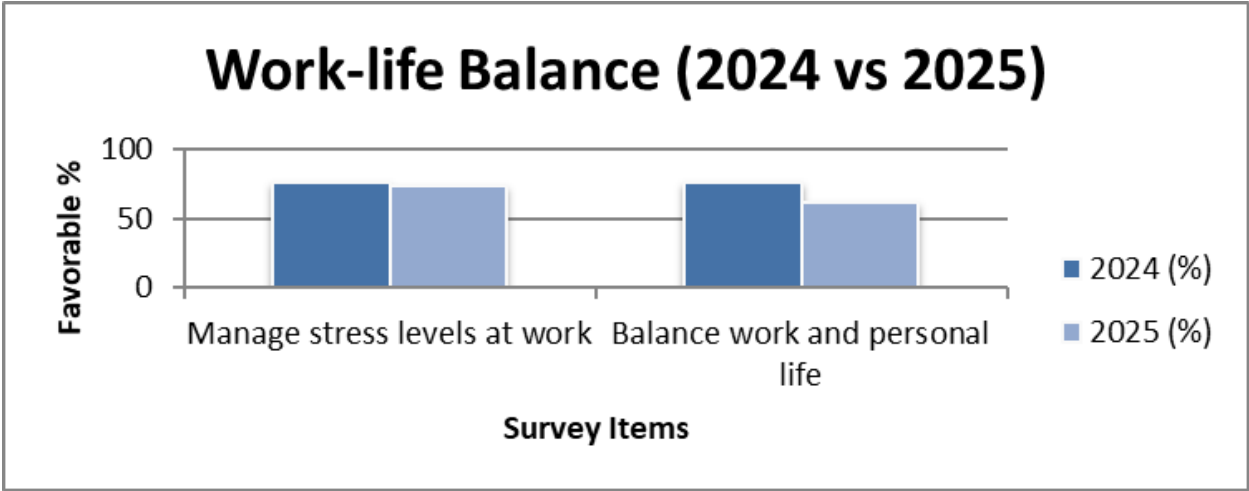
Creativity and new idea generation slightly waning; employees may perceive risk-taking as unsafe or unrewarded. Stability indicates no major crisis, but innovation culture may be stagnating.

Recommendations:

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

H.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.

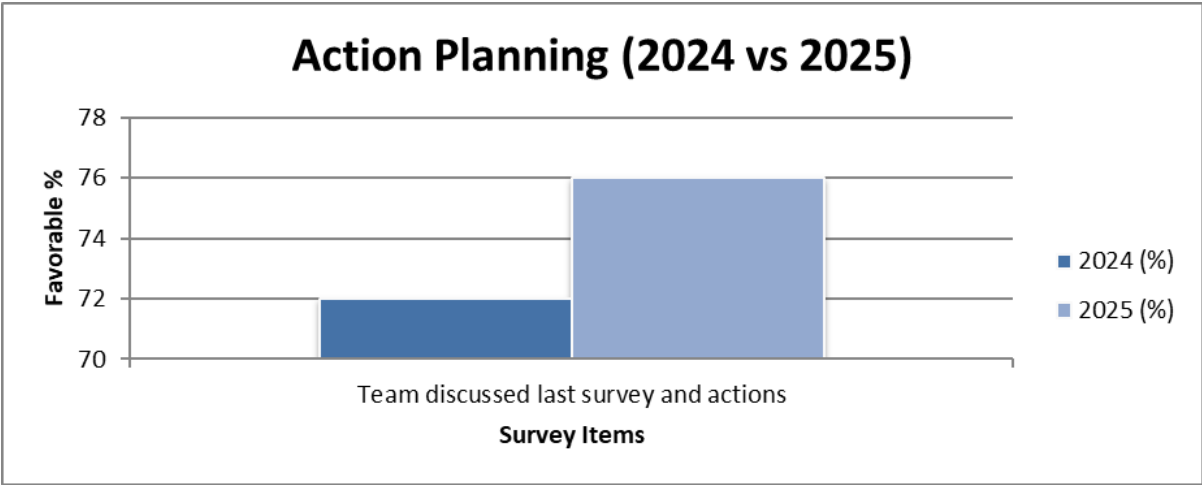
Indicates imbalance between productivity and wellbeing.

Recommendations:

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

I.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.

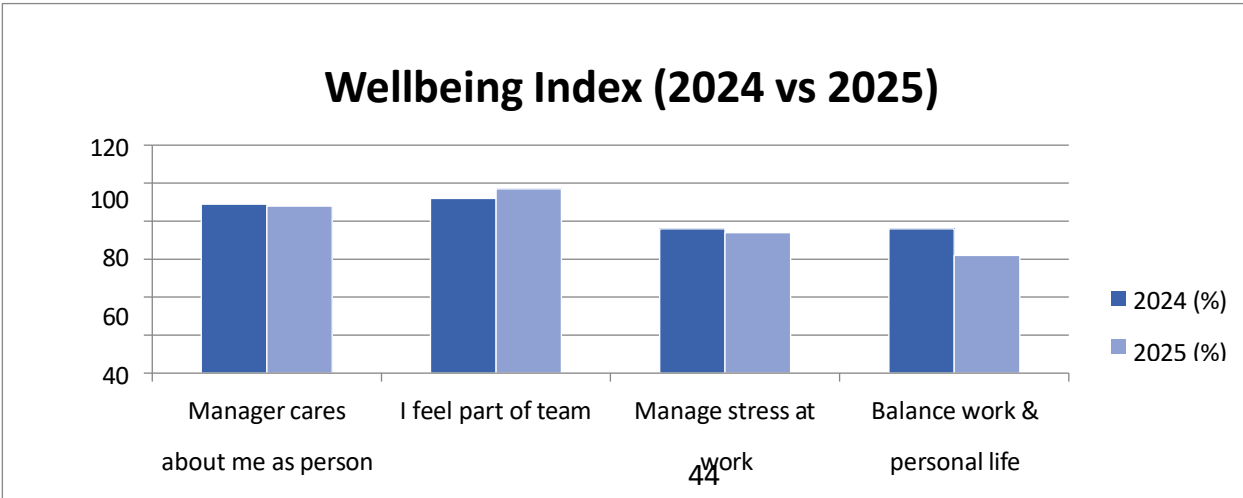
Recommendations:

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

J.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

m



Data Highlights:

Dropped from 84% to 80% (–4%).

Interpretation:

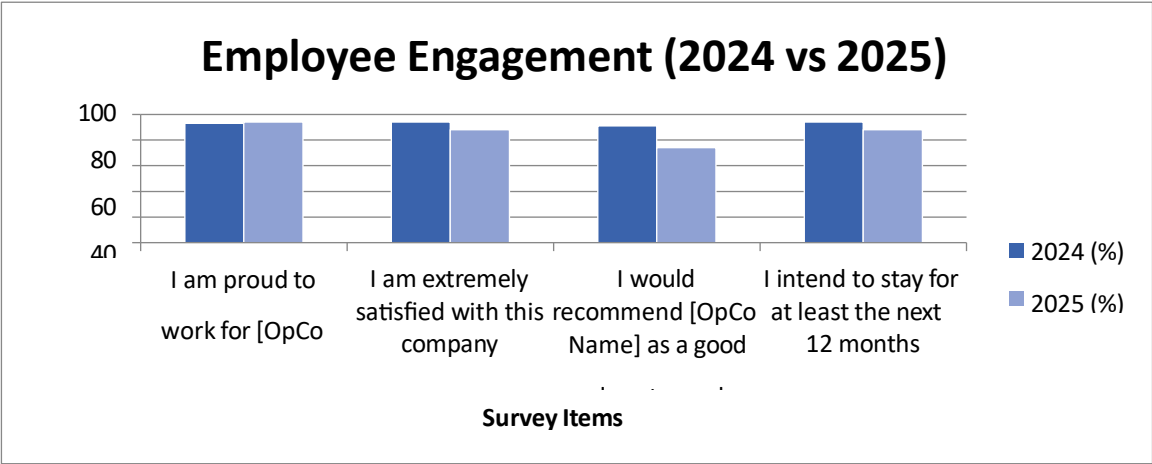
Emotional and psychological wellbeing is under pressure. Employees may feel stressed due to performance expectations, workload, or unclear priorities.

Recommendations:

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

K.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.

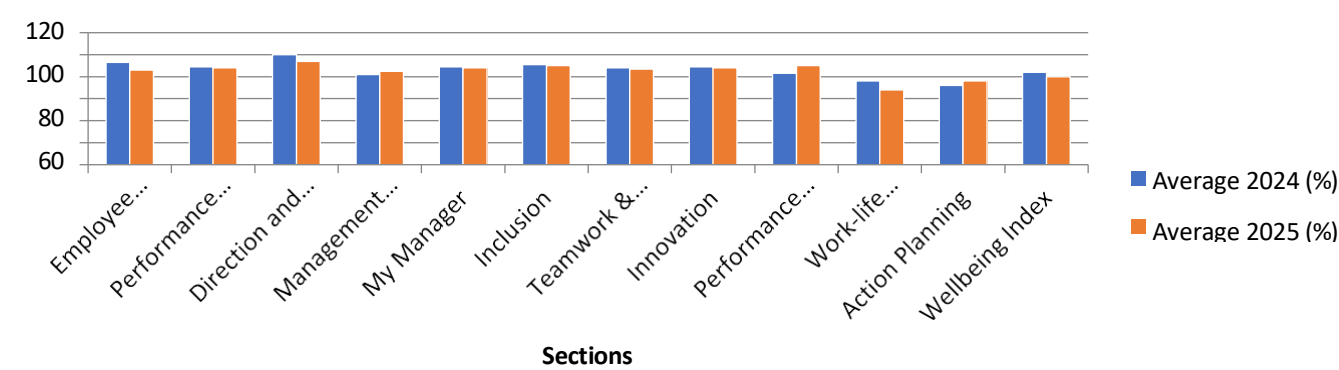
Recommendations:

Reinforce communication of purpose and achievements; increase recognition frequency; reintroduce team celebrations and employee advocacy program

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 program**

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**.

Participation Analysis

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

- Total Executive 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

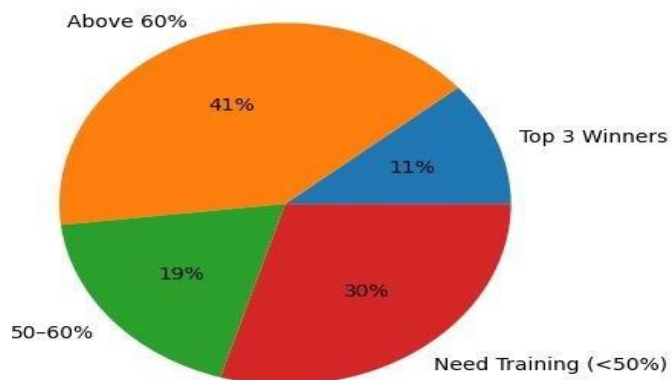
Score Distribution Analysis Executives Performance

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**
4. **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:

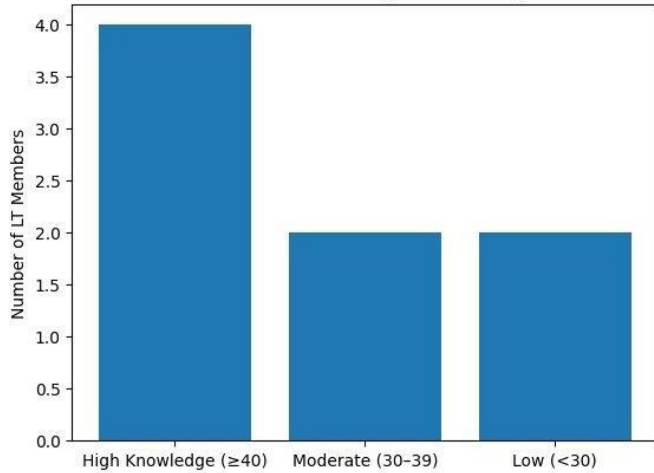
Category	Interpretation
High Performers	Strong understanding of TPM concepts
Moderate Performers	Basic awareness with scope for Improvement

Category	Interpretation
Low Performers	Require refresher training

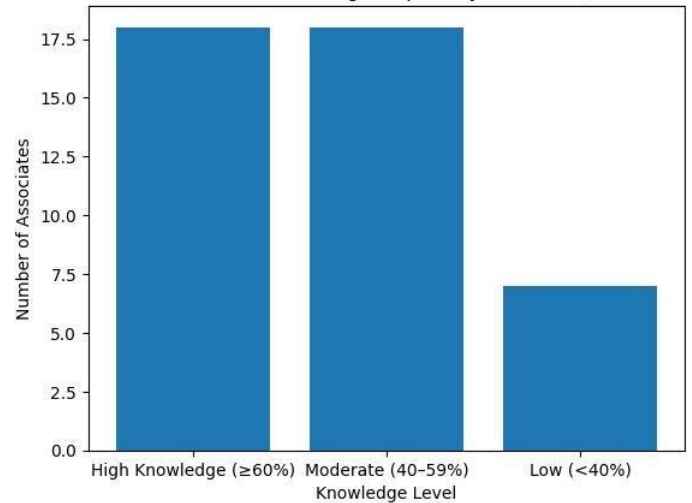
Overall, the training can be considered **moderately effective**, as most employees retained **core TPM concepts** even after seven months.

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

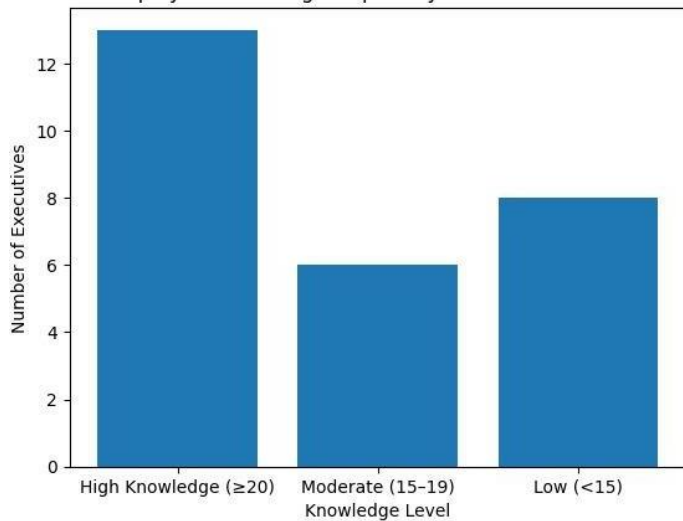
LT Members Knowledge Level Analysis



Associates Knowledge Gap Analysis - TPM Quiz



Employee Knowledge Gap Analysis - TPM Executives



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**.

PQM Findings

1. Decline in Overall People Experience

There is a noticeable decline in key PQM indicators such as Employee Engagement (–7%), Work-life Balance (–8%), and Wellbeing (–4%).

This reflects a reduction in employee satisfaction, motivation, and overall emotional connection with the organization. It may impact productivity, retention, and long-term performance if not addressed.

2. Work-Life Balance as a Critical Concern

Work-life balance shows the highest decline among all factors.

This indicates increasing employee fatigue, possible workload imbalance, and lack of flexibility. Poor work-life balance directly affects mental health, engagement levels, and sustained performance quality.

3. Gap Between Leadership and Associate Engagement

Participation levels differ significantly across organizational levels.

Executives and leadership show 100% participation, whereas associates show only 62.31% participation.

This highlights a disconnect between higher management and the operational workforce. It suggests that engagement initiatives are not equally effective across all levels.

4. Moderate Training Effectiveness

The TPM training results indicate a mix of high, moderate, and low performers.

While most employees retained basic knowledge, inconsistencies in performance indicate uneven learning outcomes. This reflects gaps in knowledge absorption and the need for continuous learning and reinforcement.

5. Improvement in Performance Management

Performance Management has shown significant improvement (+7%).

Employees perceive better fairness, transparency, and clarity in evaluation processes. This strengthens accountability and supports a performance-driven culture.

6. Strengthening Leadership Quality

The Management Team score has improved (+3%).

This indicates growing trust in leadership and effective managerial practices. Leadership is emerging as a strong pillar in the organization's PQM framework.

7. Slight Decline in Collaboration and Inclusion

There is a minor decline in teamwork, collaboration, and inclusion.

Although still relatively stable, this may indicate the early development of silos and reduced cross-functional interaction, which can affect teamwork quality over time.

8. Improvement in Action Planning Culture

Action Planning has improved (+4%).

This suggests that employee feedback is being acknowledged and acted upon. It contributes to building trust and supports a culture of continuous improvement.

9. Positive Impact of Gamified Learning

The TPM quiz initiative contributed to engagement through competition, recognition, and interactive learning.

This demonstrates that gamified approaches are effective in improving participation, motivation, and knowledge retention.

Focus Area	PQM Strategic Initiative	Expected Outcome
Leadership Communication	Quarterly Goal Alignment Forums with transparent KPI communication and role clarity sessions	Strengthen people alignment, clarity, and trust in organizational direction
People Quality and Motivation (Recognition Systems)	Structured recognition framework including “Learning and Innovation Week”, monthly performance awards such as Best Performer, Highest Attendance, Safety and Team Spirit, and Employee Spotlight, along with monthly team-based engagement activities	Enhance employee motivation, reinforce quality performance behaviours, and build a culture of continuous recognition
Employee Wellbeing and Work Quality	Launch “Thrive@Work” program including initiatives such as Unplug Hour, Recharge Friday, micro-break protocols, and supervisor-led soft skill and wellness ambassador programs	Improve employee wellbeing, reduce burnout, and ensure sustainable performance quality
Capability Development and Learning Quality	Continuous learning interventions including refresher TPM training, skill-based workshops, and knowledge reinforcement programs	Improve consistency in employee capability, knowledge retention, and overall workforce quality
Cross-Functional Collaboration and People Integration	Implementation of real-time inter-departmental projects, collaborative problem-solving initiatives, and shared performance goals across teams	Strengthen collaboration, reduce silos, and enhance organizational culture alignment

CHAPTER-05

CONCLUSION

The organization demonstrates a strong foundation in People Quality Management, reflected through employee commitment, performance alignment, and structured management practices. Existing initiatives have contributed to building a collaborative and transparent work environment, supporting both operational efficiency and workforce stability.

However, from a PQM perspective, there is a need to move beyond engagement-driven activities toward a more balanced focus on employee wellbeing, capability development, and sustainable performance quality. While employees show strong involvement and alignment with organizational goals, long-term effectiveness will depend on strengthening empowerment, career progression, and mental wellbeing.

Different workforce segments exhibit varying PQM needs. Early-career employees require structured learning and capability-building support, whereas experienced employees seek autonomy, recognition, and strategic involvement. Additionally, inclusion practices must evolve to ensure equitable growth opportunities and consistent quality of employee experience across all levels.

Going forward, the organization must transition from engagement-centric practices to a holistic PQM approach that integrates performance, wellbeing, empowerment, and inclusivity. This will enable the development of a high-quality workforce capable of sustaining performance, driving innovation, and ensuring long-term organizational growth.

SUGGESTIONS FROM OBSERVATIONS

1. Strengthening Transparent Communication Systems

The existing Speak Up Policy supports transparency and ethical communication. From a PQM perspective, its effectiveness can be enhanced by sharing outcome-based examples and conducting regular awareness sessions. This will strengthen trust, psychological safety, and communication quality across the organization.

2. Enhancing Learning Quality and Capability Development

TPM quizzes and training initiatives contribute to knowledge development. To improve PQM, these can be expanded into structured learning interventions such as Learning and Innovation Week, incorporating practical case-based learning and cross-functional problem-solving. This will improve knowledge retention and workforce capability quality.

3. Strengthening Emotional and Cultural Quality

Employee-centric initiatives such as Joining Day and Perfect Day celebrations support a positive work environment. From a PQM standpoint, incorporating structured recognition elements and leadership participation can enhance emotional connection, belongingness, and cultural alignment.

4. Improving Work-Life Quality and Wellbeing

Survey insights indicate challenges in work-life balance. PQM requires a focus on sustainable performance, which can be achieved through structured wellness initiatives such as micro-breaks, guided relaxation sessions, and workload management discussions. This will improve employee resilience and performance consistency.

5. Enhancing Cross-Functional Integration

Limited collaboration across departments indicates a need for stronger integration. PQM can be improved by introducing inter-departmental projects, shared goals, and collaborative learning platforms. This will reduce silos and improve overall organizational effectiveness.

6. Developing Managerial Capability and Coaching Culture

Variation in managerial effectiveness affects people quality. Implementing a structured “Manager as Coach” program with regular feedback mechanisms will enhance leadership capability, communication quality, and employee development.

7. Strengthening Recognition and Inclusion Quality

Recognition practices need to be more consistent and visible. Introducing structured recognition platforms and inclusion-focused initiatives will enhance fairness perception, belongingness, and workforce diversity integration.

8. Promoting Innovation and Ownership Culture

A decline in innovation engagement suggests limited idea utilization. Establishing structured idea management systems with recognition mechanisms will enhance creativity, ownership, and continuous improvement culture.

9. Improving Career Visibility and Growth Quality

Employees seek clarity in career progression. Developing structured career pathways, mentorship programs, and internal mobility systems will enhance long-term employee development and retention.

10. Building a Sustainable People Care Framework

Decline in wellbeing indicators highlights the need for a holistic approach. A structured “Thrive@Work” framework focusing on physical, emotional, and mental wellbeing will support sustainable workforce performance.

SUGGESTIONS FROM ANALYSIS

Department-Wise PQM Recommendations

Variations in people quality across departments require targeted interventions. Role-specific development programs, cross-functional exposure, and balanced workload distribution will improve consistency in performance quality and collaboration.

Gender-Wise PQM Recommendations

To strengthen inclusion quality, the organization should enhance leadership visibility for female employees, promote equitable growth opportunities, and implement structured mentorship programs. This will improve diversity integration and leadership pipeline quality.

Experience-Level PQM Recommendations

Differences in expectations across experience levels require tailored approaches. Structured onboarding for new employees and mentorship roles for senior employees will ensure effective knowledge transfer and capability development.

Wellbeing and Sustainable Performance Recommendations

Decline in wellbeing indicates the need to integrate wellbeing into PQM systems. Introducing wellness initiatives, flexible work practices, and manager accountability for wellbeing will support sustainable performance outcomes.

Organizational PQM Transformation Recommendations

Employees seek greater autonomy, clarity, and support. To address this, HR practices should evolve into a comprehensive PQM framework that integrates performance management, employee wellbeing, continuous feedback, and leadership effectiveness.

Overall PQM Suggestion

By implementing these measures, the organization can transition from engagement-driven practices to a structured People Quality Management system. This will ensure consistency in employee experience, strengthen performance outcomes, and build a future-ready workforce aligned with organizational goals.

SUGGESTIONS FOR FUTURE RESEARCH

1. **Impact of Employee Empowerment on People Quality and Performance**
Future studies can examine how autonomy and decision-making authority influence workforce quality and productivity.
2. **Relationship between Wellbeing and Sustainable Performance Quality**
Research can explore how wellbeing initiatives contribute to long-term performance stability and retention.
3. **Leadership Effectiveness and People Quality Outcomes**
Understanding how leadership behaviours influence trust, motivation, and performance quality will support leadership development strategies.
4. **Role of Diversity and Inclusion in Enhancing People Quality**
Focused research on inclusion can provide insights into improving collaboration, innovation, and overall workforce effectiveness.
5. **Technology-Driven PQM Systems**
Future research can analyse how digital HR tools and analytics improve real-time monitoring and enhancement of people quality.

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ANNEXURE I

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					

