

Anticipating the potential in the Indian beer market

The expected increase in the volumes of beers sold on the Indian market pose significant opportunities for brewing companies such as United Breweries Limited (UBL). To properly anticipate this surge in sales, the value chain of the alcoholic beverages needs to be examined at its roots.



APPROACH

During the preparatory phase in The Netherlands, the team investigated the Indian barley market, UBL's product portfolio and their sourcing methods. Upon arrival in India, a thorough analysis of their barley procurement system had to be conducted, which was partly carried out from their main office in Bangalore, and partly during a ten-day field trip in the Rajasthan and Haryana states. During this field trip, interviews were conducted with all the different actors, to completely understand and document the process. From this analysis, pain points and needs could be identified for each of the relevant stakeholders.

RESULTS

After three weeks of intense information gathering and structuring, the team concluded that the best solution towards optimising the current barley procurement system was the introduction of an application. By applying a design-thinking approach, an easily integrable app was designed that could be used by all relevant stakeholders in the process.

Having performed user tests and functionality assessments, the design was discussed with UBL's development team so that the application may be functional before the start of the new barley season, instantly creating an impact across the entire value chain.

In addition to the app design, short- and long-term recommendations for adjustments and additions within the barley procurement system were developed, focusing on operational efficiency, farmer integration and sustainability.

All in all, this multi-faceted project included value chain analysis, optimisation, application design and strategy development, establishing a solid basis for UBL to effectively partake in the growing Indian beer market.

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