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Strategic Drivers for Sustainable Competitiveness in the Alcohol Manufacturing Firms in Kenya: A Case of East African Breweries Limited

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Abstract

Purpose: The purpose of the study was to examine the drivers of strategic sustainable competitiveness in alcoholic beverage manufacturing, specifically focusing on East African Breweries Limited (EABL). The specific drivers considered in the study comprised of marketing strategies, resource management strategies and cost management strategies.

Methodology: The study employed a descriptive correlational design, targeting a population of 320 senior and middle-level managers. In addition, the study adopted stratified random sampling to select 178 participants. Data collection was based on a structured questionnaire, and descriptive and inferential analysis was conducted via SPSS Version 25.0. The analysis, expressed as frequencies, percentages, means, and standard deviations, was presented in the form of tables and figures.

Findings: Regarding marketing strategies, the correlation analysis revealed a significant positive moderate correlation (r = .533, p = .000) between marketing strategies and strategic sustainable competitiveness, explaining approximately 28.5% of the variance. The ANOVA was statistically significant, with an F-statistic of 55.673 and a p-value of 0.000, indicating that marketing strategies are significant predictors of strategic sustainable competitiveness. Furthermore, regression coefficients indicated that for every unit increase in marketing strategies, there is a corresponding increase of 0.535 units in strategic sustainable competitiveness. Concerning resource management strategies, the study found a significant positive correlation (r = .595, p = .000) between resource management strategies and strategic sustainable competitiveness, explaining approximately 35.4% of the variance. On cost management strategies, the study also found a significant positive correlation (r = .685, p =.000) between cost management strategies and strategic sustainable competitiveness, explaining approximately 46.9% of the variance.

Unique Contribution to Theory, Practice and Policy: The study recommends increasing investments in events and activations, such as themed festivals or exclusive product launches, to boost brand visibility. It further recommends investing in cutting-edge brewing technology, such as automated fermentation systems, to maintain precise and consistent brews. It is also necessary to improve the identification and elimination of inefficiencies in brewing processes through regular audits and adopting best practices. Finally, further research should investigate the integration of sustainability practices into marketing, cost management, and resource management strategies within the brewing industry.

Key Words: *Marketing Strategies, Resource Management Strategies, Cost Management Strategies Drivers and Strategic Sustainable Competitiveness*

Background of the Study

The competitiveness of an organization can be seen as a measure of its ability to remain a significant player in its industry, particularly in a constantly changing environment (Zuñiga-Collazos, Castillo-Palacio, & Padilla-Delgado, 2019). It is influenced by many factors, including the quality and cost-effectiveness of its products, its market position, and its ability to innovate. For alcoholic beverage manufacturers, sustainable competitiveness requires a balance of environmental, social, and economic factors (Karaev & Mercan, 2023). The firms are challenged to minimize their environmental impact, ensure socially responsible practices, and maintain profitability (Konstantinidis, Aggelopoulos, Tsiouni, & Rizopoulou, 2021). During COVID-19 pandemic companies that were more sustainable proved to be more resilient during the crisis (Fernández-Izquierdo, et al, 2020). The marketing strategies crucially drive strategic sustainable competitiveness. Experiential marketing focuses on creating memorable customer experiences through events and interactive activities (Sintani et al., 2023). Abinav (2023) contends that digital marketing utilizes SEO, content marketing, social media advertising, influencer partnerships, and email campaigns to enhance online presence. The relationship marketing builds long-term customer bonds through personalized communication, loyalty programs, and CRM systems. These strategies collectively enhance competitiveness by leveraging various engagement and promotional tactics Moreno-Gómez et al., 2023).

Kantoal (2018) regards Organizational resource management as the strategic allocation and utilization of an organization's resources-such as human, financial, technological, and physical assets- to achieve its objectives efficiently and effectively. The effective resource management is crucial for enhancing productivity, reducing waste, and sustaining competitive advantage (Mandal, 2022). It ensures resources are used optimally to support strategic goals, adapt to market changes, and foster innovation. Proper management also mitigates risks and enhances organizational resilience, which is essential for long-term success in a competitive landscape. Fundamentally, most management strategies are vital for enhancing organizational competitiveness by controlling costs and optimizing resources. The fundamental strategies employed include process improvement techniques such as Business Process Reengineering (BPR) and Lean Six Sigma, which focus on increasing efficiency and reducing waste (Dubovaya, Komelina, & Ismail, 2018). Similarly budgeting methods such as Zero-Based Budgeting (ZBB) and Activity-Based Costing (ABC) are crucial for effective financial control and planning (Alam, Sikder, & Panhwar, 2021). These strategies, combined with efficient supply chain management, contribute to strategic sustainable competitiveness by ensuring optimal resource utilization and financial performance (Dubovaya et al., 2018).

Statement of the Problem

The global alcohol beverage industry is highly competitive and constantly evolving, presenting significant challenges for companies like East African Breweries Limited (EABL) to maintain a

sustainable competitive advantage (Okonda, 2017; Cho & Pucik, 2018). This necessitates a comprehensive understanding of the competitive landscape and the ability to adapt to emerging trends and consumer preferences (Situbi, Murunga & Juma, 2021). In East Africa, EABL faces fierce competition from both local microbreweries and renowned international brands, such as Heineken and SABMiller, creating a complex and dynamic market (Wafula, 2018). The emergence of Keroche Breweries as a potential competitor further intensifies the need for EABL to reassess its strategic approach to ensure sustainability (Okoth, 2015). In the context of globalization and international competition, EABL must carefully consider expansion strategies to consolidate its market position and foster growth (Starbuck, 2015). However, implementing such strategies comes with multifaceted challenges, including diverse market conditions, complex supply chains, and regulatory barriers across different countries (Kanyugi & Gudda, 2019). EABL's performance trends indicate potential gaps in the utilization of competitive strategies compared to global counterparts, leading to declining profits and market share (EABL, 2022). It is essential for EABL to conduct a comprehensive study on the effect of competitive strategies on its performance, particularly regarding sustainable competitiveness, to gain valuable insights for long-term success.

EABL experienced a decline in net profit during the six months leading up to December 2022, as reported by Ngugi (2023). The company's net earnings dropped by 0.39 percent, primarily attributed to higher taxes, increased input costs, and decreased consumer demand. The challenging economic conditions in Kenya, including an economic slowdown and steep excise tax increases, have adversely affected consumer purchasing power and spending on beer. While revenues from Kenya decreased by one percent, revenues in Uganda and Tanzania grew by 19 percent and 11 percent, respectively, mitigating the poor performance in Kenya. These statistics underscore the impact of inflation, higher taxes, and reduced consumer spending on EABL's profitability (EABL, 2023). Despite total sales increasing to Sh104.6 billion, representing an 8.08% rise from the previous year, EABL's net profit declined due to inflation, higher taxes, and excise-related price increases, as highlighted by Ngugi (2023).

The challenging macroeconomic environment, characterized by decreased consumer spending power and higher operating costs, has been attributed by EABL's CEO, Jane Karuku, to macroeconomic volatility and the Russia-Ukraine war's impact on consumption patterns. Nonetheless, the company declared an interim dividend of Sh3.75 per share. The high inflation and increased costs of essential goods have further affected consumer purchasing power, impacting not only EABL but also other companies like Safaricom. EABL also faces challenges with the growing illicit alcohol trade that has expanded significantly in value since 2020 to an estimated value of over 67 billion according to Business Insider Africa. One of the main reasons why illicit alcohol trade is growing is the affordability driven by non-compliance with tax and excise legislation. This has contributed to the appeal of illegal alcoholic beverages to the consumers, which are frequently supplied at a cheaper price than legal drinks. This impacts

negatively on EABL's performance through a decline in sales and eventual loss of market share. Achieving and maintaining a sustainable competitive advantage in today's volatile market environment is a complex task (Cho & Pucik, 2022). Continuous organizational growth requires strategies that offer unique benefits or superior value to customers, making it challenging to gain a significant edge in the highly competitive alcohol industry (Situbi et al, 2021). Therefore, this study aims to investigate the drivers of strategic sustainable competitiveness in the alcoholic beverage manufacturing industry, using EABL as a case study. It seeks to identify effective strategies that can enhance EABL's competitive position and ensure its long-term success in the face of dynamic market conditions and evolving consumer preferences.

Nafula, Kadima, and Miroga (2022) explored the effect of strategic product innovation on sustainable competitive advantage in the alcoholic beverage industry, specifically focusing on East African Breweries Limited in Kenya. The study employed a descriptive survey research design and found that strategic product innovation had a significant effect on sustainable competitive advantage in the industry. Musyoka, Shitseswa, and Wanjere (2023) investigated the effect of stakeholder participation in planning on the performance of Kenyan alcohol manufacturing firms, including East African Breweries Limited. The study used a descriptive cross-sectional research design and found that stakeholder participation had a significant effect on organizational performance in the selected alcohol manufacturing entities. Building on these previous studies, the current research aims to address existing research gaps. One such gap is the need for a comprehensive understanding of the drivers of strategic sustainable competitiveness in the alcoholic beverage manufacturing industry. Therefore, focusing on East African Breweries Limited as a case study, this study aims to provide insights into improving the company's strategic approach for long-term success. Another research gap pertains to the of resource management strategies on firm growth in the processing industry, particularly with a focus on East African Breweries Limited (Situbi et al, 2021). This study intended to fill this gap by examining the effect of cost management for sustainable competitiveness of the EABL.

Research Questions

i To what extent does East African Breweries Limited employ marketing strategies as a driver strategic sustainable competitiveness?
ii How does East African Breweries Limited adopt resource management strategies as drivers strategic sustainable competitiveness?
iii To what extent does East African Breweries Limited utilize cost management strategies as driver strategic sustainable competitiveness?

Literature Review

Adoption of Marketing Strategies as a Driver Strategic Sustainable Competitiveness

In this section of the study, marketing strategies for strategic sustainable competitiveness were analysed. This section comprises three subsections that focus on different types of marketing strategies. The first subsection was about experiential marketing strategies, emphasizing the creation of memorable experiences through brewery tours, festivals, collaborations, and interactive encounters. The second subsection assessed digital marketing strategies, which leverage SEO, content marketing, social media advertising, influencer marketing, and email marketing for effective digital promotion. The final subsection discussed relationship marketing strategies, which involved building long-term connections with customers through personalized communications, loyalty programs, cross-selling, CRM systems, and social media engagement.

Experiential Marketing Strategies

Experiential marketing strategies aim to create memorable and engaging experiences for consumers, fostering emotional connections and brand loyalty (Santos do Carmo, Marques, & Dias, 2022). The brewery tours and tastings provided consumers with firsthand exposure to the brewing process and the opportunity to sample different beer varieties (Lerro, Marotta, & Nazzaro, 2020).. Hosting beer festivals and events, such as the Great American Beer Festival, allows breweries to showcase their products to a large audience and create a festive atmosphere (Gottfried, 2019). Collaborations with local businesses, such as partnering with food establishments or hosting joint events, offer unique cross-promotional opportunities that enhance the overall consumer experience (Hankinson, 2018). Interactive and immersive brand experiences, such as virtual reality tours or augmented reality games, enable breweries to create memorable and interactive encounters (Wang, 2023). Furthemore, the sponsorships of cultural or sporting events, such as music festivals or sports competitions, not only expose the brand to a wider audience but also align the brewery with the interests and values of their target market (O'Reilly, 2019). Urdea and Petrisor (2021) studied the development of experiential marketing strategy from the perspective of marketing experts. The study utilized an exploratory survey based on the opinions of 31 marketing experts from around the world. The researchers focused on understanding the drivers of experiential marketing campaigns and proposed a theoretical framework for implementing experiential marketing strategies. Mohammed, Kalajdzic, and Herzog (2022) investigated the impact of advertising on sales growth for Coca-Cola HBC in Austria. Utilizing a descriptive research design and data from 381 employees, the study found a significant positive effect of advertising on sales growth. The results indicate that effective advertising increases consumer awareness, influences brand switching, and fosters brand loyalty. The study called for further research in considering broader market data and comparative analysis across different advertising techniques. Ozuru and Akahome (2017) aimed to examine the impact of experiential marketing on the marketing performance of alcoholic and non-alcoholic beverages in Nigerian Breweries PLC. The population of interest was the customers of Nigerian Breweries. The researchers employed a theoretical review methodology to explore the role of customer engagement and emotional benefits in influencing customer buying decisions.

The study revealed the constraints faced by experiential marketing in terms of execution and creative ideas. Regarding competitive parity and marketing performance Nwaohiri and Onuoha (2021) conducted a study evaluating the competitive parity and marketing performance of Nigeria Breweries Plc. The study employed a literature survey to identify strategic and tactical imperatives for survival in the industry. The researchers emphasized the significance of intense promotion war among firms in the industry, leading to a focus on place and promotion utilities of the marketing mix.

Digital Marketing Strategies

Digital marketing strategies encompass various techniques and approaches to promote products, services, or brands through digital channels (Smith, 2019). These strategies utilize the internet and digital technologies to reach and engage target audiences (Johnson, 2020). Search engine optimization (SEO) involves optimizing websites and content for better search engine visibility and rankings (Elsayed et al, 2024). Rani (2024) asserts that content marketing focuses on creating and distributing valuable and relevant content to attract and retain a specific audience. Williams (2018) asserts that social media advertising employs targeted campaigns on social media platforms to reach and engage specific audiences. In comparison, Brown (2021) elucidates that influencer marketing leverages influential individuals on social media to promote products or services to their followers; whereas email marketing entails sending targeted promotional messages or newsletters to opted-in individuals (Thomas, Chen, & Iacobucci, 2022). Ernesto, Hernande and Nikhil (2021) studied the usage and adoption techniques of different digital marketing strategies by small and medium enterprises (SMEs) and assess their benefits. The research design involved selecting a suitable approach, philosophy, data collection tool, and analysis techniques. Kumari, Ashwati and Anute (2022) focused on luxury brands and their marketing strategy, specifically using search engine optimization (SEO) and social media marketing; exploring how luxury brands market themselves by leveraging these digital marketing techniques. The study emphasizes the uniqueness and exclusivity of luxury brands, and how SEO and social media marketing help create brand visibility and attract prospective customers. Thus, analyzing the effect of these strategies, the study contributes to understanding how luxury brands effectively market their products. Chavez, Magsino, and Madrilejos (2022) examined the perceived effectiveness of different digital marketing strategies implemented by coffee shops in Tagaytay during the COVID-19 pandemic. The researchers collected data through an online survey from supervisors and managers of coffee shops. The findings indicate varying levels of effectiveness for different strategies, with social media marketing being perceived as the most effective and frequently used strategy, while pay-per-click advertisements were considered the least effective and least frequently used. The provides recommendations for future research to explore the effectiveness of digital marketing strategies in different locations and industries.

Relationship Marketing Strategies

Relationship Marketing Strategies are techniques used by businesses to establish long-term connections with customers (Albérico & Casaca, 2024). They aim to enhance satisfaction and loyalty through personalized communications and customer loyalty programs. Johnson and Friend (2018) believed that cross-selling and upselling deepen relationships by encouraging purchases of related or higher-value items. Johanesová and Vaňová (2020) assert that customer relationship management systems manage interactions and preferences, enabling personalized experiences. Social media engagement fosters community and feedback. In totality, these strategies can improve customer satisfaction, loyalty, and overall business success. Ihemereze (2020) conducted a study to examine the effect of marketing mix strategy on the sales performance of brewing firms, using Nigeria Breweries in Enugu, Enugu State. The research employed a descriptive survey design and collected data through questionnaires from the management staff and major distributors of Nigerian Breweries. The sample size consisted of 94 respondents, and chi-square statistical tool was used to test the hypotheses. The findings revealed that high product quality, penetration pricing strategy, proximity of distribution place to the target market, and intensive promotion all contribute to enhancing the sales performance of brewing firms. Costa et al (2023) aimed to develop strategies for bars and restaurants to enhance their relationship marketing with consumers using digital media. The research employed a quantitative approach, utilizing a descriptive survey design with non-probabilistic sampling by convenience. The findings revealed that consumers have a positive perception of bars and restaurants present on digital media platforms and value good reviews associated with them. Additionally, consumers showed a preference for using social networks like Instagram and WhatsApp for communication. The study emphasized the importance of tailoring relationship marketing efforts to match the preferences and tastes of the target audience.

Adoption of Resource Management Strategies as Drivers Strategic Sustainable Competitiveness

The section reviewed literature associated with resource management strategies as drivers of strategic sustainable competitiveness. The first subsection focused on technological resources and discusses research and development, technology adoption, innovation, intellectual property management, and IT infrastructure optimization. The second subsection outlined physical resource strategies, including brewery facilities expansion, equipment upgrades, supply chain optimization, inventory management, and sustainable resource utilization. The final subsection examines financial resource strategies, covering capital investment planning, financing, cost control, financial risk management, and investment decisions.

Technological Resources Strategies

Technological resource strategies are deliberate actions and approaches employed by organizations to effectively manage and utilize their technological resources for competitive

advantage and business growth (Deutsch & Berényi, 2023). These strategies encompass various types, such as research and development investments, technology adoption and integration, innovation and new product development, intellectual property management, and IT infrastructure optimization (Farida & Setiawan, 2022). Daraojimba et al. (2023) observed that research and development investments involve allocating resources to scientific research and technological development, while technology adoption and integration focus on incorporating new technologies into existing processes. According to Mandal (2022), innovation and new product development concentrate on generating innovative ideas and bringing them to the market, while intellectual property management safeguards technological innovations. Widajanti and Ratnawati (2020) added that IT infrastructure optimization aims to enhance operational performance and support business objectives by optimizing information technology resources. Ogunkoja, Hassan, Soremekun, and Ogundele (2024) studied how technological innovation affects firm performance at Consolidated Breweries PLC, Nigeria. Using a sample of 102 employees and descriptive statistics, it found a significant positive impact of technological innovation and technological learning on performance. Despite its strengths, expanding the study to include multiple firms and employing a broader methodological approach could enhance generalizability and depth.

Physical Resources Strategies

The physical resources strategies are crucial for breweries to effectively manage their physical resources and gain a competitive advantage (Dunning, 2019). The brewery facilities expansion involves expanding infrastructure to meet increasing demand and enhance operational capabilities (Mahmoud et al., 2018). The equipment and machinery upgrades focus on adopting advanced technologies to improve brewing processes and reduce costs (Okoro et al., 2019). The supply chain optimization streamlines procurement, logistics, and distribution to ensure timely and cost-effective delivery (Olorunniwo et al., 2019). The effective Inventory Management Systems optimize inventory levels and improve demand forecasting (Modupe et al., 2019). Therefore, sustainable Resource Utilization promotes environmentally sustainable practices, minimizing waste and reducing environmental impact (Bansal et al., 2018). Julkovsky, Sehnem, and Lara (2023) examined the circularity of resources in Brazilian craft breweries and explores the role of innovation in promoting circular economy practices. The study includes data collected through interviews with entrepreneurs in the craft brewery segment and highlights the importance of short cycles, innovation practices, and stakeholder engagement in achieving circularity. Dias, Santos, and Reis (2023) focused on the utilization of brewery wastewater as a substrate for microbial lipid production by oleaginous yeast and microalgae. The study discusses the potential of using brewery wastewater as a low-cost culture medium for lipid production and highlights the benefits of this strategy in terms of wastewater treatment and the circular economy principles.

Financial Resources Strategies

According to Mittal (2024), financial resources strategies encompass various constructs that organizations utilize to effectively manage and allocate their financial resources for strategic objectives and financial sustainability. Perez-Alaniz et al, (2022) listed capital investment planning, debt and equity financing, cost control and expense management, financial risk management, and investment in brewery expansion and acquisitions. Santos, Cincera, and Cerulli (2024) viewed capital investment planning as evaluating investment opportunities for long-term growth, while debt and equity financing obtain funds from external sources. On the other hand, Sun (2020) asserted that cost control and expense management aim to reduce costs and optimize expenses, and financial risk management mitigates financial risks and; theinvestment in brewery expansion and acquisitions allocates resources for growth and market penetration (Knutsen, 2023). Musilová (2019) examined the relationship between strategy and competitiveness in the brewing industry. The research focuses on two breweries of different sizes operating in the Czech brewing sector. Mixed research methods, including a questionnaire and semi-structured interviews, were employed to gather primary data from consumers and selected breweries. Secondary data, such as brewery documents and annual accounts, were also examined. The study confirms that the chosen research methods are suitable for determining the strategies employed by the breweries under analysis. The next step is to explore the long-term link between strategy and economic performance/competitiveness.

Utilization of Cost Management Strategies as Driver Strategic Sustainable Competitiveness

The last section of the report delves into cost management strategies as drivers of strategic sustainable competitiveness. It consists of three subsections; The first subsection, Process Improvement and Streamlining, focuses on techniques such as BPR, Lean Six Sigma, Value Stream Mapping, JIT inventory management, and the Kaizen approach, aiming to enhance efficiency and empower employees to drive positive changes. The second subsection, Budgeting and Financial Control, emphasizes the importance of effective budgeting and financial control in resource management, discussing concepts like ZBB, ABC, cost variance analysis, CVP analysis, and financial performance monitoring. The third section focuses on supply chain management.

Process Improvement and Streamlining

Process improvement and streamlining, vital for enhancing efficiency and optimizing operations, employ various techniques. Business Process Reengineering (BPR) involves redesigning core processes to achieve significant improvements in performance, cost, quality, and speed. The Lean Six Sigma methodology combines Lean Manufacturing principles with Six Sigma to drive process efficiency (Bhaskar, 2018). Value Stream Mapping analyzes and optimizes material and information flow, identifying waste areas (Kastner, Ivanuša, & Babuder, 2023). The Just-in-Time (JIT) inventory management minimizes holding costs by delivering materials precisely when

needed. In comparison, The Kaizen approach fosters a culture of ongoing incremental improvements, empowering employees to implement positive changes in work processes (Zahraee et al, 2020). Agbo (2020) examines the effects of benchmarking on the profitability and competitive advantage of Nigerian Breweries, using a questionnaire and regression analysis. The findings reveal a significant positive impact of benchmarking on profitability and organizational competitive advantage, suggesting the importance of using benchmarking processes and best industrial practices.

Budgeting and Financial Control

Budgeting and financial control are crucial aspects of financial management that enable organizations to plan, allocate resources, and monitor financial performance (Zahraee et al, 2020). Budgeting involves estimating and allocating financial resources for specific activities, serving as a roadmap for financial planning (Horngren et al, 2018). On the other hand, financial control focuses on monitoring and managing financial activities to align with budgeted goals. The two related concepts are Zero-Based Budgeting (ZBB), where budgeting starts from zero each year, evaluating expenses based on merits, and Activity-Based Costing (ABC), which assigns costs to specific activities for accurate understanding and optimization. Cost Variance Analysis compares actual and budgeted costs, while Cost-Volume-Profit (CVP) Analysis assesses cost, volume, and profit relationships for decision-making (Brigham & Ehrhardt, 2018). Moreover, financial Performance Monitoring and Reporting involves assessing financial results, metrics, and ratios to evaluate an organization's financial health (Paananen, 2020). Target costing, a method used for managing product costs during the early stages of the product life cycle, has a rich history in the automotive industry (Hamood, Omar, & Sulaiman, 2019). Target costing is a management tool used to determine the cost of a product by subtracting a desired profit margin from a competitive market price, with the aim of achieving product-specific and firm-wide profit objectives in a competitive market environment (Callado et al, 2020).

Inventory and Supply Management

Inventory and supply management involves overseeing the flow of goods and materials, managing inventory levels, and optimizing supply chain operations (Narsaiah, 2020). The Just-in-Time (JIT) Inventory Control aims to minimize inventory and increase efficiency by receiving materials only when needed; Economic Order Quantity (EOQ) Analysis, which determines the optimal order quantity to minimize costs; Vendor Managed Inventory (VMI), where suppliers manage inventory at customer locations for streamlined operations; negotiating favorable supplier contracts to optimize costs and performance; and demand forecasting and inventory planning, which involves estimating future demand to plan inventory levels and improve customer service while minimizing costs (Kamisli, 2020). Teno, Anyingang, and Chenaa (2017). This research investigates the challenges of inventory management practices and their influence on the cost of small-scale cosmetics enterprises in Douala, Cameroon. The study utilizes an ex-

post facto research design and a sample of 30 small-scale cosmetic enterprises. The findings indicate significant relationships between collaboration with partners, lead time management, stock control and classification, stock level management, and the cost incurred by these enterprises. The study recommends organizing seminars and training on inventory management to address these challenges and improve cost effectiveness in the cosmetics industry.

Research Methodology

The study employed a descriptive correlational design. The office-based management staff at EABL were the target population of this survey. Consequently, 320 employees from three management band levels based at EABL's head office in Ruaraka was the primary target of this study. The study employed Slovins Formula to derive a sample of 178 respondents. Primary data was collected through the use of a questionnaire administered to the study participants. The study used descriptive statistics to analyze the collected data. To generalize the findings and assess the strength of the relationship between the independent and dependent variable, the study also made use of inferential statistics –simple linear regression. The study used Pearson Correlation to determine the relationship between the influencing factor used and strategic responses. The quantitative data obtained from the questionnaires was coded and analyzed using Statistical Package for the Social Sciences (SPSS) analysis software. SPSS is a statistical computer software that makes it easy to analyze the distribution and frequency of data. The simple linear regression model was represented as follows:

$$Y_g = {}_0 + \beta_{i1} X_{i1} + \varepsilon$$

Where: Y_g = Sustainable Competitiveness, X_1 = Marketing Strategies, X_2 = Resource Management Strategies, X_3 =Cost Management Strategies, β0=Constant Term and Ɛ=Error Term. Where β0 is the intercept, β1-3 were the regression coefficients for the independent variables, and ε was the error term.

Results

The study attained a response rate of 80% out of the 178 distributed questionnaires. This was deemed adequate to allow for data analysis and reporting as recommended by statisticians (Okello, 2022).

Descriptive Findings and Analysis

Effect of Marketing Strategies on Strategic Sustainable Competitiveness

Descriptive Statistics for Marketing Strategies and Strategic Sustainable Competitiveness

Based on Table 1, results indicate that EABL creates an engaging and informative tour experience, with a mean of 3.83 and a standard deviation of 0.75. This high mean and low variation suggest that the tours are a consistent and effective strategy for enhancing customer experience and loyalty. Secondly, leveraging events and activations, with a mean of 4.01 and a

standard deviation of 1.06, further boosts brand perception among consumers. This suggests that these activities are crucial for strengthening EABL's market presence. Thirdly, EABL's effective use of digital channels is evidenced by a mean of 3.91 and a standard deviation of 1.08, highlighting the importance of maintaining a strong online presence to engage customers. Additionally, the presence of an online store and regular updates, reflected by a mean of 3.77 and a standard deviation of 1.01, indicates that EABL is effectively using e-commerce and content marketing to drive sales and interaction. Moreover, targeted advertising campaigns, with a mean of 3.81 and a standard deviation of 0.49, are successfully reaching a wider audience and promoting events or new beer releases. However, pay-per-click (PPC) advertising campaigns have a mean of 3.65 and a standard deviation of 0.84, suggesting moderate effectiveness and potential room for optimization to better target specific demographics. Encouraging customers to share their experiences on social media has a lower mean of 3.36 and a higher standard deviation of 1.28, indicating an area for improvement to enhance word-of-mouth marketing. Additionally, strong relationships with key stakeholders, including customers, suppliers, and distributors, have a mean of 3.55 and a standard deviation of 1.06, underscoring the importance of fostering robust stakeholder relationships for sustained competitive advantage. The management of customer loyalty programs, with a mean of 3.18 and a standard deviation of 0.85, shows a moderate effectiveness in enhancing customer retention and competitiveness. Furthermore, proactive seeking and responding to customer feedback is reflected by a mean of 3.73 and a standard deviation of 0.82, demonstrating EABL's commitment to continuous improvement. Consistently measuring customer satisfaction and retention, with a mean of 3.91 and a standard deviation of 1.15, indicates a strategic focus on maintaining high service standards. Lastly, adequate investment in relationship marketing initiatives tailored to the brewing industry's dynamics is shown by a mean of 3.78 and a standard deviation of 0.71.

Table 1: Descriptive Statistics for Marketing Strategies and Strategic Sustainable Competitiveness

Statement	Mean	Std. Deviation	Skewness	Kurtosis
The company creates an engaging tour with interactive elements.	3.83	0.75	-1.03	1.59
Our brewery uses events to boost brand perception.	4.01	1.06	-2.44	5.16
Our brewery uses digital channels to engage customers.	3.91	1.08	-1.65	2.42
The brewery has an online store and blog for updates.	3.77	1.01	-1.85	3.69
The company runs targeted ad campaigns for promotions.	3.81	0.49	0.38	-1.89
We use PPC ads on Google and social media to target demographics.	3.65	0.84	0.1	-0.72
We encourage social media sharing with hashtags or tags.	3.36	1.28	-0.7	-0.44
Our brewery builds strong relationships with stakeholders.	3.55	1.06	-2.28	4.61
Customer loyalty programs enhance retention and competitiveness.	3.18	0.85	-0.93	0.37
We seek and respond to customer feedback to improve offerings.	3.73	0.82	-1.25	1.34
We measure customer satisfaction and retention as key indicators.	3.91	1.15	-1.48	1.43
We invest in relationship marketing initiatives for the brewing industry.	3.78	0.71	-0.27	-0.97

Pearson Correlation between Marketing Strategies and Strategic Sustainable Competitiveness

The correlation analysis aimed to assess the relationship between marketing strategies and strategic sustainable competitiveness. The results are presented in Table 2. The analysis revealed a significant positive correlation ($r = .533$, $p = .000$) between marketing strategies and strategic sustainable competitiveness. This finding suggests that organizations that implement effective marketing strategies are more likely to achieve higher levels of strategic sustainable competitiveness. Such strategies may include promoting sustainable practices, communicating sustainability efforts to stakeholders, and aligning marketing activities with sustainable objectives.

Table 1: Pearson Correlation between Marketing Strategies and Strategic Sustainable Competitiveness

		Marketing Strategies	Sustainable Competitiveness
Marketing Strategies	Pearson Correlation	1	.533**
	Sig. (2-tailed)		.000
Sustainable Competitiveness	Pearson Correlation	.533**	1
	Sig. (2-tailed)	.000	
	N	142	142

**. Correlation is significant at the 0.01 level (2-tailed).

Simple Regression Analysis between Marketing Strategies and Strategic Sustainable Competitiveness

The simple linear regression analysis between marketing strategies and strategic sustainable competitiveness is summarized in Table 3. The model shows a moderate positive relationship, with an R-squared value of 0.285, indicating that approximately 28.5% of the variance in strategic sustainable competitiveness can be explained by marketing strategies. The Durbin-Watson statistic of 2.776 suggests no significant autocorrelation.

Table 2: Model Summary between Marketing Strategies and Strategic Sustainable Competitiveness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.533[a]	.285	.279	.52623	2.776

a. Predictors: (Constant), Marketing Strategies
b. Dependent Variable: Sustainable Competitiveness

The analysis of variance in Table 4 indicates that the regression model is statistically significant, with an F-statistic of 55.673 and a p-value of 0.000, suggesting that the independent variable (marketing strategies) is a significant predictor of strategic sustainable competitiveness.

Table 3: Analysis of Variance between Marketing Strategies and Sustainable Competitiveness

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.417	1	15.417	55.673	.000[b]
	Residual	38.768	140	.277		
	Total	54.185	141			

a. Dependent Variable: Sustainable Competitiveness
b. Predictors: (Constant), Marketing Strategies

Table 5 presents the regression coefficients. The constant term is 1.906, indicating that without any marketing strategies, the predicted value of strategic sustainable competitiveness is 1.906. The coefficient for marketing strategies is 0.535, with a standard error of 0.072 and a t-value of 7.461. This indicates that for every unit increase in marketing strategies, there is a corresponding increase of 0.535 units in strategic sustainable competitiveness. The 95% confidence interval for

the coefficient ranges from 0.393 to 0.677, suggesting that the true coefficient is likely to fall within this range. Based on this data, the regression model becomes:

$$Sustainable\ Competitiveness = 1.906 + 0.535 * Marketing\ Strategies + \varepsilon$$

Table 4: Regression Coefficients between Marketing Strategies and Sustainable Competitiveness

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	1.906	.301		6.340	.000	1.312	2.500
	Marketing Strategies	.535	.072	.533	7.461	.000	.393	.677

a. Dependent Variable: Sustainable Competitiveness

Effect of Resource Management Strategies on Strategic Sustainable Competitiveness

Descriptive Statistics for Resource Management Strategies and Strategic Sustainable Competitiveness

According to Table 6, the brewery effectively implements AI-driven predictive maintenance systems, with a mean of 3.45 and a standard deviation of 0.93. This indicates a moderate level of effectiveness in reducing equipment downtime and ensuring smooth operations, crucial for maintaining competitiveness. Secondly, investments in brewing technology, including state-of-the-art fermentation automation, have a high mean of 3.88 and a low standard deviation of 0.33. This suggests that such investments significantly enhance competitiveness by ensuring precise and consistent brews. Thirdly, the brewery creatively optimizes physical assets, with a mean of 3.63 and a standard deviation of 0.67. This indicates that repurposing unused spaces for unique events and pop-up brewpubs enhances customer experiences, contributing to sustained competitiveness. Fourthly, physical infrastructure investments, aligned with long-term competitiveness goals, have a mean of 3.76 and a standard deviation of 0.59. This demonstrates a strategic approach, including eco-friendly brewery designs and solar power integration, critical for sustainability and competitiveness. Fifthly, sustainability in the management of physical resources, reflected by a mean of 3.42 and a standard deviation of 0.5, extends to repurposing spent grains and recycling water. These practices contribute to sustainability and enhance the brewery's image and customer appeal. Sixthly, effective physical resource management strategies, encompassing eco-friendly grain silos and innovative delivery vehicles, have a high mean of 4.06 and a standard deviation of 0.68. This indicates a strong focus on sustainability, critical for long-term competitiveness.

Seventhly, the brewery's consistent investment in maintaining and improving physical resources, with a mean of 3.88 and a standard deviation of 0.83, demonstrates a commitment to enhancing the brewery's aesthetic appeal and operational efficiency, important for competitiveness.

Eighthly, maintaining a steady cash flow through creative revenue streams, such as hosting exclusive events and merchandise sales, has a mean of 3.18 and a standard deviation of 1.05. This suggests a need for improvement in diversifying revenue sources to ensure long-term competitiveness. Ninthly, financial investments aligned with strategic objectives, including innovative financial instruments, have a mean of 3.42 and a standard deviation of 0.69. This indicates a moderate level of effectiveness in attracting diverse investors and supporting competitiveness. Tenthly, actively seeking affordable loans and pooling financial resources, with a mean of 3.21 and a standard deviation of 0.75, demonstrate efforts to support competitiveness, expansion, and innovation in brewing. However, there is room for improvement in strategic financial management. Moreover, effective financial resource management, including mobilizing bonds from foreign markets, has a mean of 3.64 and a standard deviation of 0.86. This indicates a moderate level of effectiveness in diversifying funding sources, important for sustainability. Lastly, continually assessing and adapting financial resource allocation strategies, with a mean of 3.49 and a standard deviation of 0.85, shows a strategic focus on investment in sustainable practices and renewable energy sources. This attracts socially responsible investors and enhances the brewery's long-term competitiveness.

Table 5: Descriptive Statistics for Resource Management Strategies and Strategic Sustainable Competitiveness

Statistics	Mean	Std. Deviation	Skewness	Kurtosis
Brewery implements AI-driven predictive maintenance to reduce downtime.	3.45	0.93	-0.75	-0.17
Investments include fermentation automation for consistent brews.	3.88	0.33	-2.36	3.63
Brewery repurposes physical spaces for events to enhance experiences.	3.63	0.67	-0.45	-0.78
Infrastructure investments support long-term competitiveness with eco-friendly designs.	3.76	0.59	-0.29	-0.68
Sustainability includes repurposing spent grains and recycling water.	3.42	0.5	-0.09	-2.02
Resource management includes eco-friendly solutions crucial for sustainability.	4.06	0.68	-0.59	-0.71
Brewery invests in resources to enhance aesthetic appeal.	3.88	0.83	0	-1.56
Steady cash flow is maintained through creative revenue streams.	3.18	1.05	-0.76	-0.72
Financial investments align with strategic objectives, including innovative instruments.	3.42	0.69	-0.78	-0.56
Brewery seeks affordable loans and pools resources to support competitiveness.	3.21	0.75	-1.36	2.65
Effective financial management includes diversifying funding sources.	3.64	0.86	-0.28	-1.6
Continual assessment of financial strategies attracts socially responsible investors.	3.49	0.85	-1.44	1.5

Pearson Correlation between Resource Management Strategies and Strategic Sustainable Competitiveness

The correlation analysis aimed to assess the relationship between resource management strategies and strategic sustainable competitiveness. The results are presented in Table 7. The analysis revealed a significant positive correlation (r = .595, p = .000) between resource management strategies and strategic sustainable competitiveness. This finding suggests that organizations that effectively manage their resources are more likely to achieve higher levels of strategic sustainable competitiveness. Such strategies may include efficient use of resources, sustainable sourcing practices, and investments in sustainable technologies.

Table 6: Pearson Correlation between Resource Management Strategies and Strategic Sustainable Competitiveness

		Resource Management Strategies	Sustainable Competitiveness
Resource Management Strategies	Pearson Correlation	1	.595**
	Sig. (2-tailed)		.000
Sustainable Competitiveness	Pearson Correlation	.595**	1
	Sig. (2-tailed)	.000	
	N	142	142

**. Correlation is significant at the 0.01 level (2-tailed).

Simple Regression Analysis between Resource Management Strategies and Strategic Sustainable Competitiveness

The results of the simple linear regression analysis between resource management strategies and strategic sustainable competitiveness are presented in Table 8. The model shows a moderate positive relationship, with an R-squared value of 0.354, indicating that approximately 35.4% of the variance in strategic sustainable competitiveness can be explained by resource management strategies. The Durbin-Watson statistic of 2.415 suggests no significant autocorrelation.

Table 7: Simple Linear Regression Analysis between Resource Management Strategies and Strategic Sustainable Competitiveness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.595[a]	.354	.349	.50017	2.415

a. Predictors: (Constant), Resource Management Strategies
b. Dependent Variable: Sustainable Competitiveness

The analysis of variance in Table 9 indicates that the regression model is statistically significant, with an F-statistic of 76.589 and a p-value of 0.000, suggesting that the independent variable (resource management strategies) is a significant predictor of strategic sustainable competitiveness.

Table 8: Analysis of Variance between Resource Management Strategies and Sustainable Competitiveness

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19.160	1	19.160	76.589	.000[b]
	Residual	35.024	140	.250		
	Total	54.185	141			

a. Dependent Variable: Sustainable Competitiveness
b. Predictors: (Constant), Resource Management Strategies

Table 10 presents the regression coefficients. The constant term is 0.793, indicating that without any resource management strategies, the predicted value of strategic sustainable competitiveness is 0.793. The coefficient for resource management strategies is 0.773, with a standard error of 0.088 and a t-value of 8.751. This indicates that for every unit increase in resource management strategies, there is a corresponding increase of 0.773 units in strategic sustainable competitiveness. The 95% confidence interval for the coefficient ranges from 0.599 to 0.948, suggesting that the true coefficient is likely to fall within this range. Based on this information, the regression model becomes:

$$Sustainable\ Competitiveness = 0.793 + 0.773 * Resource\ Management\ Strategies + \varepsilon$$

Table 9: Regression Coefficients between Resource Management Strategies and Sustainable Competitiveness

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	.793	.383		2.071	.040	.036	1.550
	Resource Management Strategies	.773	.088	.595	8.751	.000	.599	.948

a. Dependent Variable: Sustainable Competitiveness

Effect of Cost Management Strategies on Strategic Sustainable Competitiveness

Descriptive Statistics for Cost Management Strategies and Strategic Sustainable Competitiveness

Based on the findings in Table 11, to begin with, the brewery actively identified and eliminated inefficiencies in its brewing processes, with a mean of 3.76 and a standard deviation of 0.56, suggesting a moderate level of effectiveness in optimizing fermentation and reducing water waste, which were key for cost management and sustainability. Additionally, continuous process improvement, a fundamental part of the cost management strategy, with a mean of 3.76 and a standard deviation of 0.43, focused on reducing raw material waste and energy consumption, indicating a commitment to efficiency and cost reduction. Moreover, the brewery leveraged

technology, such as automated brewing systems and data analytics, to optimize brewing operations, with a mean of 3.88 and a standard deviation of 0.6, demonstrating a strategic use of innovation to reduce costs in ingredient procurement and improve competitiveness. Furthermore, process improvements significantly contributed to sustainable cost competitiveness, with a mean of 3.71 and a standard deviation of 0.57, enhancing overall brewing efficiency and reducing resource consumption, which were critical for long-term sustainability. In addition, the organization invested in training and development to enhance process skills, with a mean of 3.69 and a standard deviation of 0.49, ensuring the workforce was well-equipped to implement cost-saving measures, which was essential for maintaining competitiveness. Furthermore, robust budgeting processes, aligning with cost-saving objectives, particularly in ingredient sourcing and quality control, with a high mean of 3.82 and a low standard deviation of 0.38, demonstrated a strong commitment to efficient resource allocation and cost management.

Moreover, financial controls and cost monitoring, integral to the cost management strategy, with a mean of 3.67 and a standard deviation of 0.48, ensured efficient allocation of funds for equipment maintenance and quality assurance, critical for sustained competitiveness. Additionally, the brewery actively sought ways to reduce brewing-related costs without compromising quality, including exploring sustainable packaging options and energy-efficient lighting solutions, with a mean of 3.72 and a standard deviation of 0.49, showing a strategic approach to cost management and sustainability. Furthermore, budgeting and financial control efforts significantly contributed to sustainable cost competitiveness, with a mean of 4.01 and a standard deviation of 0.58, facilitating investments in renewable energy sources and innovative brewing equipment, which were essential for long-term sustainability. Additionally, the organization allocated resources efficiently based on budgetary constraints, emphasizing cost-effective marketing strategies and community engagement initiatives, with a mean of 3.85 and a standard deviation of 0.99, demonstrating a strategic approach to resource management and cost control. Moreover, employing just-in-time inventory management to minimize storage costs, with a mean of 3.51 and a standard deviation of 1.25, optimized storage space for brewing ingredients and packaging materials, improving operational efficiency and cost-effectiveness. Furthermore, effective supply chain management, ensuring timely and cost-effective sourcing of brewing ingredients, including exploring local and sustainable options, with a mean of 3.75 and a standard deviation of 0.48, demonstrated a strategic approach to cost management and sustainability. Additionally, the brewery actively worked on reducing excess inventory and related holding costs, implementing efficient inventory turnover strategies for raw materials and finished products, with a mean of 3.69 and a standard deviation of 0.81, showing a commitment to efficiency and cost reduction. Lastly, inventory and supply management significantly contributed to sustainable cost competitiveness, aligning with sustainable sourcing practices and reducing waste, with a mean of 3.51 and a standard deviation of 0.6, demonstrating a holistic approach to cost management and sustainability.

Table 10: Descriptive Statistics for Cost Management Strategies and Strategic Sustainable Competitiveness

Statistics	Mean	Std. Dev	Skewness	Kurtosis
Identification and elimination of inefficiencies in brewing processes	3.76	0.56	-2.26	3.99
Continuous process improvement with focus on reducing waste	3.76	0.43	-1.23	-0.48
Leveraging technology for optimized operations and cost reduction	3.88	0.6	-1.14	0.29
Process improvements for sustainable cost competitiveness	3.71	0.57	-1.84	2.4
Investment in training for process skills development	3.69	0.49	-0.38	-1.89
Robust budgeting aligned with cost-saving objectives	3.82	0.38	-1.72	0.97
Financial controls integral to cost management strategy	3.67	0.48	-0.63	-1.63
Cost reduction without compromising quality through exploration of sustainable options	3.72	0.49	-0.5	-1.78
Budgeting and financial control for sustainable cost competitiveness	4.01	0.58	-1.74	2
Efficient resource allocation based on budgetary constraints for cost-effective strategies	3.85	0.99	-2.54	6.44
Just-in-time inventory management for minimizing storage costs	3.51	1.25	-0.13	-1.63
Effective supply chain management for cost-effective sourcing	3.75	0.48	-0.63	-1.63
Reduction of excess inventory and holding costs through efficient turnover strategies	3.69	0.81	-1.23	1.33
Inventory and supply management for sustainable cost competitiveness, aligning with sustainable sourcing practices	3.51	0.6	-0.45	-0.66

Pearson Correlation between Cost Management Strategies and Strategic Sustainable Competitiveness

The correlation analysis aimed to assess the relationship between cost management strategies and strategic sustainable competitiveness. The results are presented in Table 12. The analysis revealed a significant positive correlation ($r = .685$, $p = .000$) between cost management strategies and strategic sustainable competitiveness. This finding suggests that organizations that effectively manage their costs are more likely to achieve higher levels of strategic sustainable competitiveness. Such strategies may include efficient cost control measures, sustainable cost reduction initiatives, and investments in cost-effective sustainable practices.

Table 11: Pearson Correlation between Cost Management Strategies and Strategic Sustainable Competitiveness

		Cost Management Strategies	Sustainable Competitiveness
Cost Management Strategies	Pearson Correlation	1	.685**
	Sig. (2-tailed)		.000
Sustainable Competitiveness	Pearson Correlation	.685**	1
	Sig. (2-tailed)	.000	
	N	142	142

**. Correlation is significant at the 0.01 level (2-tailed).

Simple Regression Analysis between Cost Management Strategies and Strategic Sustainable Competitiveness

The results of the simple linear regression analysis between cost management strategies and strategic sustainable competitiveness are presented in Table 13. The model shows a moderate positive relationship, with an R-squared value of 0.469, indicating that approximately 46.9% of the variance in strategic sustainable competitiveness can be explained by cost management strategies. The Durbin-Watson statistic of 2.929 suggests no significant autocorrelation.

Table 12: Simple Linear Regression between Cost Management Strategies and Strategic Sustainable Competitiveness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.685[a]	.469	.466	.45320	2.929

a. Predictors: (Constant), Cost Management Strategies
b. Dependent Variable: Sustainable Competitiveness

The analysis of variance in Table 14 indicates that the regression model is statistically significant, with an F-statistic of 123.813 and a p-value of 0.000, suggesting that the independent variable (cost management strategies) is a significant predictor of strategic sustainable competitiveness.

Table 13: Analysis of Variance between Cost Management Strategies

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.430	1	25.430	123.813	.000[b]
	Residual	28.755	140	.205		
	Total	54.185	141			

a. Dependent Variable: Sustainable Competitiveness
b. Predictors: (Constant), Cost Management Strategies

Table 15 presents the regression coefficients. The constant term is 1.218, indicating that without any cost management strategies, the predicted value of strategic sustainable competitiveness is 1.218. The coefficient for cost management strategies is 1.179, with a standard error of 0.106 and a t-value of 11.127. This indicates that for every unit increase in cost management strategies, there is a corresponding increase of 1.179 units in strategic sustainable competitiveness. The

95% confidence interval for the coefficient ranges from 0.969 to 1.388, suggesting that the true coefficient is likely to fall within this range. The resulting regression model became:

$$Sustainable\ Competitiveness = 1.218 + 1.179 * Cost\ Management\ Strategies + \varepsilon$$

Table 14: Regression Coefficients for Cost Management Strategies

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	1.218	.482		2.529	.013	.666	2.170
	Cost Management Strategies	1.179	.106	.685	11.127	.000	.969	1.388

a. Dependent Variable: Sustainable Competitiveness

Financial Sustainability Relating

The findings in Table 16 indicated that 30.0% of respondents strongly agreed that the company's sustainability efforts had led to a 20% increase in brand reputation, suggesting success in enhancing the brand image. Additionally, 35.20% agreed that customers perceived the company's brand as 30% more sustainable than competitors, indicating effective differentiation in the market. However, 35.20% of respondents neither agreed nor disagreed that customer loyalty had grown by 25% due to sustainability initiatives, suggesting a need for better communication. Moreover, 41.50% agreed that sustainability investments had resulted in a 15% increase in profitability, highlighting the financial benefits of sustainability. Furthermore, a significant 52.80% agreed that the company had achieved over 10% growth in regional market share due to sustainability efforts, indicating a competitive edge. The results also showed that 35.90% strongly agreed and 30.50% agreed that the company was considered approximately 40% more innovative in sustainable technologies and product lines, positioning it as a leader in innovation. Additionally, 40.80% strongly agreed that the use of sustainable ingredients had led to a 20% growth in sustainable product lines, enhancing the brand reputation. Moreover, 40.00% strongly agreed that the company's packaging materials were now 60% more eco-friendly, contributing to its sustainability goals. Regarding the reduction in supply chain costs, 31.50% agreed that there had been a 15% reduction, indicating cost savings. Additionally, 34.50% agreed that the company had seen nearly 25% increase in revenue due to the introduction of new sustainable product lines, showing the success of its strategy. The findings also revealed that 46.50% agreed and 30.30% agreed that the company was now 50% more innovative in the brewing industry compared to three years ago, highlighting its leadership in innovation. Moreover, 30.30% agreed and 30.00% strongly agreed that sustainability initiatives were driving 30% of product development and market expansion, indicating the integral role of sustainability in its growth. Furthermore, 35.9.00% strongly agreed that the company's brewing process had become more efficient, leading to cost savings and environmental benefits. Regarding cost savings in brewing operations, 54.40% strongly agreed that significant savings had been achieved, demonstrating the financial benefits of sustainability. Finally, 25.00% of respondents strongly agreed that the company's sourcing process had significantly reduced the environmental impact, aligning with its commitment to sustainable practices.

Table 15: Financial Sustainability Relating

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)
Our sustainability efforts increased brand reputation by 20%.	5.20	12.00	18.30	34.50	30.00
Customers see our brand as 30% more sustainable than competitors.	5.90	3.00	30.00	35.20	25.90
Customer loyalty grew by 25% due to sustainability initiatives.	0.00	8.00	35.90	35.20	20.90
Sustainability investments increased profitability by 15%.	0.00	4.40	29.60	41.50	24.50
We achieved over 10% growth in regional market share from sustainability efforts.	10.00	5.00	30.30	42.80	11.90
We are considered 40% more innovative in sustainable technologies.	0.00	4.00	29.60	35.90	30.50
Locally sourced, organic ingredients led to a 20% growth in sustainable products.	0.00	5.60	17.60	35.90	40.80
Packaging is 60% more eco-friendly, with a 30% reduction in single-use plastics.	3.60	6.00	38.30	12.00	40.00
Ethical sourcing reduced supply chain costs by 15%.	10.00	6.40	24.60	31.50	27.40
Revenue increased by 25% due to new sustainable products.	0.00	5.00	34.50	30.30	30.20
We are 50% more innovative compared to three years ago.	0.00	5.60	30.30	46.5	17.6
Sustainability drives 30% of product development and market expansion.	0.00	10.80	30.30	28.90	30.00
Brewing process efficiency reduced energy and water usage.	0.00	10.50	5.60	48.0	35.9
Significant cost savings in brewing due to process efficiency improvements.	10.40	10.40	5.60	29.60	40.00
Sourcing process improvements reduced environmental impact.	10.00	9.10	25.00	30.10	25.00

Conclusion

The study concludes that engaging and informative tour experiences effectively enhance customer experience and loyalty. Additionally, it concludes that effective resource management strategies are vital for achieving strategic sustainable competitiveness. Regarding cost management strategies, the study finds that effective cost management strategies are crucial for achieving strategic sustainable competitiveness. Finally, the study concludes that effective inventory and supply chain management significantly contribute to long-term sustainability and competitiveness.

Recommendations

The study suggests enhancing tour experiences by incorporating interactive elements and customer feedback to maintain high engagement levels. It further recommends increasing investments in events and activations, such as themed festivals or exclusive product launches, to boost brand visibility. To ensure effective management of resources, the study suggests

enhancing AI-driven predictive maintenance systems by integrating real-time monitoring tools and advanced analytics to further reduce equipment downtime and ensure smooth operations. Lastly, the study suggests improving the identification and elimination of inefficiencies in brewing processes through regular audits and adopting best practices in fermentation and water usage to enhance cost management and sustainability.

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