



**AD715 Quantitative and Qualitative Decision-Making
Spring 2025**

Team Term Project 1

Group 4

**Nasra Ally
Yike Yu
Luyu Zhang
Vidhi Arun Sharma
Soham Deshkhaire**

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Instructor: Kelsey Lindley

1.Executive Summary

In the ever-thirsty heart of Austin, Texas, where craft beer flows as freely as live music, our team identified a golden opportunity: a specialty craft beer bar and microbrewery designed to capture the spirit of the city's vibrant nightlife and social scene.

Our establishment is more than just a place to grab a drink; it's an experience. We're leveraging Austin's reputation as the Live Music Capital of the World (Girtman, 2023) by curating a unique environment where high-quality, home-brewed craft beer meets live entertainment. With an 8-barrel brewing system capable of producing 25 distinct flavors, we're ensuring that our menu evolves alongside customer preferences, keeping our brews as fresh as the Austin music scene.

Strategically, our business operates through two revenue channels: on-site sales and wholesale distribution. By balancing dine-in customers with strategic partnerships with local alcohol wholesalers, we aim to maximize our market penetration (Lombardo, 2025). The use of digital marketing, influencer collaborations, and a pricing strategy based on the Blue Ocean approach ensures that we remain competitive without getting lost in the frothy sea of Austin's craft beer industry.

Financially, our plan accounts for equipment procurement, operational costs, and staffing, including a brewmaster and a marketing specialist because what's the point of making great beer if no one hears about it? By conducting PESTLE, SWOT, and break-even analysis, we've outlined a data-driven roadmap to sustainability and profitability.

2.Introduction (include our business basic information; goal and objectives)

- For example: Austin area, want to double sales
- Explain KPI 2,3,5,8 (Number of customers- existing business , Average consumption per existing customer, Projected increase of the penetrated market - with new project, etc.)
- Use: PESTLE analysis

Business Basic Information

We plan to open a specialty restaurant that combines a bar and a microbrewery in east Austin, Texas, USA, providing home-brewed craft beer and a high-quality bar experience. Our bar uses music as the main selling point of the bar, combined with the rich local music culture, such as South by Southwest, Austin City Limits Music Festival, etc., to attract customers.

The core of our business is to use a set of 8-barrel microbrewery equipment, which can produce eight different flavors of craft beer at the same time to meet the needs of different consumers. The brewing system uses patented malt extraction technology to achieve integrated operations from brewing, fermentation to supply. In addition, the system can produce up to 25 different flavors of craft beer to adapt to market changes and customer preferences.

Our sales model is mainly divided into two major channels, one is on-site retail in the bar, where customers can enjoy fresh draft beer directly in the store; the other is the wholesale channel. We plan to cooperate with local alcohol wholesalers to sell barreled craft beer to other bars, restaurants or retail stores. Based on the restaurant size we selected, we can conclude that: Number of customers- existing business in this area is 117,956; Average consumption per existing customers in this area is 1.50 pints, and our bar has 28 tables, each with 4 seats, for a total of 112 seats. Each seat requires an average of 1.5-2.0 square meters. With the addition of necessary places such as storage, toilets, and performance areas, we finally determined that our bar is 400 square meters.

options	# of tables	customers per table	bar area (customers)	max. capacity per visit	turnaround per day	max. capacity per day	average occupancy per day	corrected capacity per day	non-beer consumers per day	beer consumers per day	pints served per visit	working days per year	Number of customers- existg buz	pints served per year	size of the penetrated market
a	10	4	10	50	5	250	60%	150	50	100	1.5	330	33,000	49,500	49,500
b	15	4	10	70	5	350	60%	210	50	160	1.5	330	52,800	79,200	79,200
c	20	4	20	100	5	500	60%	300	100	200	1.5	330	66,000	99,000	99,000
d	25	4	20	120	5	600	60%	360	110	250	1.5	330	82,500	123,750	123,750
e	28	4	20	132	5.5	726	65%	471.9	130	341.9	1.5	345	117,956	176,933	176,933
f	35	4	20	160	5	800	60%	480	150	330	1.5	345	113,850	170,775	170,775

(Table 1)

After adding brewing equipment, our maximum annual output - Capacity of the new technology can reach 476,160 pints according to the maximum capacity which is our KPI 8. It is stored at a low temperature of 38°F to ensure that the draft beer maintains the best flavor and the storage period can reach 30 days. In terms of operations, we will be equipped with a professional brewing team, including a brewer and an auxiliary staff member responsible for production. In addition, we will also hire a marketing and sales specialist and an office assistant to be responsible for marketing and daily management. In order to ensure the smooth start of the business, our equipment procurement cost is estimated to be \$150,000, and we will provide the first year of maintenance and employee training. If necessary, we can also obtain financial support from private financing institutions to reduce the initial capital pressure.

PESTLE Analyse

Political:

Local governments strictly regulate bar hours, noise levels, and alcohol sales. To ensure public safety, the government may increase inspections and enforcement of bar laws, which requires bar owners to remain compliant and strengthen internal management (Axios, 2024).

Economic:

The East Austin area has a booming economy, a thriving bar culture, and exceptional competition, which has resulted in higher commercial real estate rents and other operating costs, putting financial pressure on bar operators (Partners Real Estate, 2023).

Social:

In 2022, Austin, TX had a population of 958k people with a median age of 34.2 and a median household income of \$86,556 (City of Austin, n.d.). The large population size and high income levels provide the local bar industry with a stable and capable customer base. A youthful demographic means that there is a strong demand for nightlife and socializing, driving the continued growth of the bar industry. In addition, Austin's status as a culturally diverse and economically thriving city attracts a large number of tourists and new residents, further expanding the potential market for bars and contributing to the growth of diverse and innovative bars.

Technological:

With the popularity of social media and online platforms, digital marketing has become an important means of attracting customers and enhancing brand awareness. Bars need to actively leverage social media advertising, user interaction and data analysis to optimize their promotional strategies. At the same time, the widespread use of mobile payment and cashless transactions makes it necessary for bars to upgrade their payment systems and provide diverse and convenient payment methods to enhance customer experience, improve transaction efficiency and adapt to modern consumption trends.

Environmental:

Extreme weather events, such as heavy rainfall, intense heat or cold spells, can have a significant impact on bar operations, resulting in reduced patronage, lower operating revenues or even forced closure in extreme cases. In particular, bars that rely on terraces or outdoor seating are hit harder by bad weather, which not only affects the customer experience, but may also increase the risk of damage to facilities and safety hazards. To minimize adverse impacts, bars can take countermeasures such as adding awnings, retractable canopies or outdoor heating, or even consider expanding their indoor space, to maintain a steady flow of customers and operations during extreme weather conditions.

Legal:

Bars are required to strictly comply with labor regulations to ensure that employees are paid a minimum wage that meets legal requirements, establish reasonable work schedules to avoid excessive overtime work, and provide necessary benefits, such as medical insurance, paid vacations, and career development opportunities, to enhance employee satisfaction and work efficiency. At the same time, bars are required to meet stringent health and safety standards, keep their premises clean and food safe, conduct regular inspections of sanitary conditions, and implement effective emergency response measures to deal with emergencies, such as food poisoning, fires, or other safety incidents. Violation of the relevant regulations may lead to increased labor costs, face legal action, fines, or even be ordered to close down, which not only affects the normal operation of the bar, but also may damage the brand's reputation and reduce customer trust. Therefore, bar operators need to strengthen compliance management to ensure the long-term and sound development of their businesses.

Goal and Objectives

Our core goal is to build a unique craft beer bar that provides high-quality, home-brewed craft beer and creates an unforgettable social experience. As the craft beer market continues to grow, we hope to gain a foothold in Austin and achieve a 200% business growth in three years through a dual-track model of dine-in sales and wholesale channels, making our brand one of the most popular craft beer brands in the region.(KPI 5)

KPI	Name	Units	FY0	FY1	FY2	FY3	FY1 + FY2 + FY3
KPI 2	Number of customers- existing business		117,956				
KPI 3	Average consumption per existing customer	pints	1.50				
KPI 5	Projected increase of the penetrated market - with new project	%					200%
KPI 8	Capacity of the new technology (max units/year)	units		476,160	476,160	476,160	

(Table 2)

3. Marketing Decision

- Explain Why beer type/ price/
- Explain market size
- Explain projection
- Use SWOT, VRIO, 4Ps, % porter estimating demand

Product type and price

Austin is the most popular city in the U.S. for its vibrant nightlife beverage drinking culture and selection of craft beer (Hollern, 2023). In consideration of this fact, we would like to attract locals and visitors to our restaurant with a unique selection of eight different beer varieties (see Table 3). Our beer lineup not only features classic Lagers and Ales but also a wider variety of experimentation with flavors to suit the sophisticated tastes of the active local market. This way, we attract both Austin's craft brewers and adventurous consumers seeking interesting and new flavors.

Product Name & Description									
Product ID	Product Distribution	Product Name	Material	Labor	Other	Price	Cut off	Units	Action
BR-1	retail	Pilsner	0.35	0.20	0.22	5.50	0.80	1.00	Edit Delete
BR-2	retail	Porter	0.35	0.20	0.22	5.50	0.80	1.00	Edit Delete
BR-3	retail	Light Wheat	0.33	0.20	0.22	5.50	0.80	1.00	Edit Delete
BR-4	retail	Hazy IPA	0.33	0.20	0.22	12.00	0.80	1.00	Edit Delete
BR-5	retail	Sour Ale	0.33	0.20	0.22	9.50	0.80	1.00	Edit Delete
BR-6	retail	Hefeweizen	0.33	0.20	0.22	5.50	0.80	1.00	Edit Delete
BR-7	wholesale	Belgian-Style Tripel	0.33	0.20	0.22	6.50	1.00	1.00	Edit Delete
BR-8	wholesale	Russian Imperial Stout	0.33	0.20	0.22	7.00	1.00	1.00	Edit Delete

(Table 3)

For instance, IPA, one of the craft beer legends, stands out through its pungent hop aroma and signature bitterness. It is particularly favored among beer enthusiasts who enjoy strong and complex tastes (Lombardo, 2025). With the widespread popularity of IPA culture in Austin, our product line takes this style as a pillar to cater to local preferences and demand.

We have adopted a Blue Ocean Strategy of cost reduction and operational effectiveness to be able to price our beers competitively in the domestic market. According to a meticulous analysis of beer prices in Austin, we have set our prices below the mean market rate, providing quality craft beer at reasonable prices to the masses. Our objective is to deliver a superior drinking experience at a reasonable price and establish a loyal customer base and solid market position.

Targeted market size

We have carefully selected our product mix based on beer consumption patterns in Austin in order to maximize our sales efforts and address market demand (see Table 4).

Retail Targeted Market Size per Financial Year

Product Details			FY-1		FY-2		FY-3		Action
Product ID	Product Distribution	Product Name	Targeted Market Size [in %]	Targeted Market Size [number]	Targeted Market Size [in %]	Targeted Market Size [number]	Targeted Market Size [in %]	Targeted Market Size [number]	
BR-1	retail	Pilsner	20.00	35733.59	20.00	35733.59	20.00	33631.61	Update
BR-2	retail	Porter	10.00	17866.80	10.00	17866.80	10.00	16815.81	Update
BR-3	retail	Light Wheat	10.00	17866.80	10.00	17866.80	10.00	16815.81	Update
BR-4	retail	Hazy IPA	30.00	53600.39	30.00	53600.39	30.00	50447.42	Update
BR-5	retail	Sour Ale	20.00	35733.59	20.00	35733.59	20.00	33631.61	Update
BR-6	retail	Hefeweizen	10.00	17866.80	10.00	17866.80	10.00	16815.81	Update
Total			100.00%	178667.97	100.00%	178667.97	100.00%	168158.07	

(Table 4)

Within our retail market, IPA (India Pale Ale) accounts for 30% of our total sales strategy. The reason behind this choice is the high level of popularity among Austin craft beer consumers of IPA. IPA also has the highest price point per unit and therefore is an influential revenue source. In making it our flagship product with a target market share of 30%, we aim to leverage both its premium pricing and high demand. After IPA, Ale and Pilsner both account for a 20% share of our retail market strategy. Pilsner is immensely liked for its clean, refreshing flavor, which makes it a clear choice for a wide range of consumers in the hot climate of Austin. Ale, on the other hand, features a robust malt character and wide-ranging flavor options that appeal to conservative and adventurous beer enthusiasts alike. The equally divided split between these two styles ensures that we are appealing to a wide range of tastes while still enjoying a great market share.

Within the wholesale market, we are experts in two high-end, specialty beer styles: Belgian-Style Tripel and Russian Imperial Stout, each representing 50% of our wholesale distribution (see Table 5). These styles are most attractive to craft beer bars looking for unique and high-end product offerings. Belgian-Style Tripel is cherished for its rich flavor, higher alcohol content, and smooth finish, and therefore takes a premium position in the luxury category. Russian Imperial Stout is cherished for its rich, roasted malt flavor and bold character, and has buyers in the connoisseurs who prefer strong and full-bodied beers. By distributing our wholesale product line evenly across these two categories, we will be able to meet the requirements of a profitable niche market segment.

Wholesale Targeted Market Size per Financial Year

Product Details			FY-1		FY-2		FY-3		Action
Product ID	Product Distribution	Product Name	Targeted Market Size [in %]	Targeted Market Size [number]	Targeted Market Size [in %]	Targeted Market Size [number]	Targeted Market Size [in %]	Targeted Market Size [number]	
BR-7	wholesale	Belgian-Style Tripel	50.00	109185.97	50.00	109185.97	50.00	102763.27	Update
BR-8	wholesale	Russian Imperial Stout	50.00	109185.97	50.00	109185.97	50.00	102763.27	Update
Total			100.00%	218371.94	100.00%	218371.94	100.00%	205526.54	

(Table 5)

Sales forecast

In forecasting sales, we have also utilized seasonal forecasting methods in order to make sure that we account for changes in the consumption of beer throughout the duration of a year (see Table 6). As Austin is referred to as the "Live Music Capital of the World," there are plenty of social events and festivals that

take place in the city throughout October and November, thereby making this season the peak season for beer consumption (Girtman, 2023). Major events, music festivals, and outdoor celebrations generate higher demand for craft beer, which is a highly significant time for maximizing sales.

Wholesale Targeted Market Size per Financial Year									
Product Details			FY-1		FY-2		FY-3		Action
Product ID	Product Distribution	Product Name	Targeted Market Size [in %]	Targeted Market Size [number]	Targeted Market Size [in %]	Targeted Market Size [number]	Targeted Market Size [in %]	Targeted Market Size [number]	
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Total			100.00%	218371.94	100.00%	218371.94	100.00%	205526.54	

(Table 6)

Spring from March to May is also a period of high demand for beer consumption. Good weather generates outdoor recreation, outdoor dining, and social gatherings, all of which stimulate the consumption of beer.

During the summer months of June to September, the heat intensity in Austin leads to reduced outdoor activity during the day, causing a stable but reduced level of beer consumption. Indoor drinking events in the context of bars, breweries, and air-conditioned social venues, however, maintain demand at a constant level.

Winter, December through February, is the slowest season for the sale of beer consumption. While the holiday period first causes a short-term rise in demand by virtue of celebrating holidays together in groups, aggregate sales decrease with most restaurants and bars cutting the number of open hours or shutting down temporarily to celebrate the holiday season.

SWOT Analysis

Strengths

Our diverse beers include IPA, Pilsner, Ale, and Stout, catering to Austin's craft beer enthusiasts as well as visitors. IPA, our number one selling beer at 30% of sales, meets the local demand and maintains high margins. Our Blue Ocean Strategy provides for competitive pricing of high-quality craft beer to make it affordable. Austin's dynamic craft beer economy and festival circuit also stimulate demand, especially in peak demand periods.

Weaknesses

Beer is seasonally heavy, with winter dropping off due to cold weather and restaurant closures. Competition from established breweries is fierce, so differentiation is challenging.

Opportunities

Austin's growing craft beer culture and strong music festival circuit provide opportunities for event sponsorships. Social media promotions and influencer collaborations can create brand awareness.

Threats

Economic factors like inflation and higher expenses may impact profitability. Developments in alcohol law, like changing drinking times, may complicate operating. Saturation of the market with competitors and aggressive price cutting might undermine our position. Additionally, hot summers would limit outdoor drinking, impacting season sales.

4. Finance Decision

- Explain finance (employee, utilities, advertising, rent, debt, tax) base on our research
- Why we hire 1 beer master, 1 marketing person?
- Use decision tool (e.g., Decision Tree Analysis, Sensitivity Analysis, SWOT Analysis, PESTEL Analysis, Break-Even Point Analysis, What-If-Analysis, Optimization Analysis, Risk Analysis, others).

5. Performance

- Our result (revenue, gross profit, etc.)
- Use: D-analysis; 36mon performance
- Use decision tool (e.g., Decision Tree Analysis, Sensitivity Analysis, SWOT Analysis, PESTEL Analysis, Break-Even Point Analysis, What-If-Analysis, Optimization Analysis, Risk Analysis, others).

6. Conclusion and recommendation

As we wrap up the first phase of our craft beer bar and microbrewery business plan, it's clear that we are not just launching another pub; we're building a highly strategic, experience-driven brand in the heart of Austin's thriving nightlife and craft beer scene.

Our dual revenue model on-site sales and wholesale distribution, ensures both immediate customer engagement and long-term scalability. By leveraging local events, digital marketing, and competitive pricing, we aim to position ourselves as a key player in the market.

Looking ahead, we must transition from planning to execution, fine-tuning our operations, financial strategy, and innovation initiatives to ensure sustainability and growth.

Recommendations & Targeted Action Items for Part Two

To successfully launch and scale this business, we need to focus on three core areas: operations, innovation, and financial sustainability.

1. Operational Execution: Pouring the Right Foundation

- Refine supply chain and inventory management to ensure seamless ingredient sourcing and avoid stock shortages.

- Standardize brewing processes to maintain consistent beer quality and optimize production efficiency.
- Optimize staffing model by hiring key personnel, including a brewmaster and a marketing specialist, to balance production and brand awareness.

2. Innovation & Customer Engagement: Making Beer Smarter

- Leverage data analytics to track customer preferences, sales trends, and seasonal demand fluctuations.
- Upgrade digital payment and ordering systems to introduce mobile ordering and cashless payments for a seamless customer experience.
- Enhance brewery automation by exploring advanced brewing technology to increase efficiency and reduce costs.

3. Financial Performance & Risk Management: Securing Long-Term Success

- Conduct an in-depth break-even and profitability analysis, integrating market risks and competitive pricing models.
- Develop a seasonal pricing and promotional strategy to maximize revenue during peak demand periods while maintaining steady sales in off-seasons.
- Explore external funding or strategic partnerships to mitigate financial risks and strengthen long-term business viability.

By focusing on these key action areas, we can ensure that our microbrewery is not just another addition to Austin's bar scene but a market leader in craft beer innovation, customer experience, and operational efficiency.

Let's raise a glass to that!

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Appendix

Table 1

options	# of tables	customers per table	bar area (customers)	max. capacity per visit	turnaround per day	max. capacity per day	average occupancy per day	corrected capacity per day	non-beer consumers per day	beer consumers per day	pints served per visit	working days per year	Number of customers-existg buz	pints served per year	size of the penetrated market
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d	25	4	20	120	5	600	60%	360	110	250	1.5	330	82,500	123,750	123,750
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