



CASE STUDY

2025

steel-a-thon
Prove your Metal
Season XII 2025

Case Title

Enhancing Tata Steel's
footprint in Construction
sector through One
Construction approach

Introduction

Tata Steel envisions leadership in Building & Construction sector by shaping construction practices and sustainable solutions with knowledge intensive differentiation at marketplace. The organization has initiated a collaborative approach through 'One Construction Strategy' to integrate the efforts of different market facing business verticals serving construction segments. The strategy aims to present a single window to construction customers and other stakeholders for offerings from these verticals (Long Products, Flat Products, Nest-In, Pravesh, IBMD, Global Wires, and Tubes) while driving synergies at the organization level.

Each of these verticals has historically catered to specific markets: Long Products with reinforcement and fabrication, Flat Products with structural sections, Nest-In with modular construction, Pravesh with range of home solutions, IBMD with value-added industrial by-products, Global Wires with specialty reinforcement and meshes, and Tubes with structural applications. Collectively, these offerings span the substantial breadth of India's construction needs, yet until now they have been delivered and positioned largely in silos. Through One Construction approach, Tata Steel seeks to integrate these capabilities and redefine approach of customer engagement across Infrastructure, Industrial, Housing & Commercial sectors. It represents Tata Steel's intent to be seen not merely as a supplier of steel, but as a comprehensive construction solutions provider.

Background

India's construction sector is experiencing unprecedented growth, projected to reach USD ~640 billion by 2028 at a CAGR of 7.5%. Urbanization, housing demand, infrastructure expansion, and industrial capacity building are reshaping how projects are planned and executed. Customers increasingly seek integrated solutions that reduce project timelines, costs, and complexities. Within this context, Tata Steel has identified an opportunity to differentiate itself by moving away from fragmented product-level engagement towards an integrated offering under One Construction.

Early data indicates strong demand in areas like Plate Fabricated Sections (PFS), estimated at 1.7 MTPA in FY24 with 12% CAGR, and a significant footprint of ~140+ service centres, nearly half of which are distributor managed. Equally important is the role of Long Products, particularly rebars, which remain the backbone of India's construction sector. Reinforcement steel continues to command the largest share of volume in infrastructure and housing projects, offering both scale and direct access to the customer. The strength of Tata Tiscon and its downstream solutions such as ReadyBuild and Sm@rtFAB provides an established foundation upon which One Construction can be built. These factors collectively demonstrate both the scale of opportunity and the operational complexity involved in consolidating offerings under a single brand.

Project Scope

1. Geographical Focus: Pan-India, encompassing metropolitan hubs, tier-1 cities, and extending into tier-2 and tier-3 regions. While early adoption of advanced steel-based solutions is more visible in urban centres, the expanding pipeline of infrastructure and housing projects across smaller cities and rural growth corridors makes nationwide coverage essential.
2. Market Segments: Infrastructure (airports, bridges, metro stations), Industrial (warehouses, factories, logistics hubs), and Housing & Commercial (residential high-rises, hotels, malls).

Constraints

1. Reliance on an existing service centre network, with limited scope for immediate capital expansion.
2. Need to integrate multiple verticals with distinct processes and customer bases into a single unified model.
3. Strong competition from domestic players offering specialized products or consolidated construction solutions.

Critical Problems to be Solved:

1. **Portfolio Innovation & Product Line Augmentation:** What new categories or value-added solutions should Tata Steel develop or acquire to strengthen the One Construction portfolio and align with global benchmarks?
2. **Organizational Design & Strategic Alignment:** How should Tata Steel configure its internal structure, governance, and incentive mechanisms to unlock synergies across the seven verticals under a unified business model?
3. **Market Opportunity Assessment & Competitive Positioning:** What is the total addressable market for an integrated One Construction offering, and what share can Tata Steel realistically target in the short and medium term given the presence of existing incumbents?
4. **Go-to-Market Architecture & Customer Engagement Model:** What external strategy should Tata Steel pursue to acquire, retain, and grow customers for One Construction, and how should it position itself vis-à-vis competitors to build long-term leadership?