



CASE STUDY

2025

steel-a-thon
Prove your Metal
Season XII 2025

Case Title

Develop a marketing plan &
roadmap for doubling the
retail business of Tata
Pravesh

Introduction

Tata Pravesh is a leading steel doors and windows brand in India from Tata Steel. Pravesh operates in both retail (B2C) and project (B2B) category, primarily targeting individual house builders in tier 2 (T2) and tier 3 (T3) cities under retail category and large residential complexes, hospitals, schools in projects category.

Pravesh product portfolio includes steel doors - embossed & plain wood & RAL finish, windows- sliding & casement windows and ventilators. Visit – www.tataprvesh.com or refer annexure-1 for product details. Further details can also be explored on <https://aashiyana.tatasteel.com/>

Pravesh key value proposition for retail customers include:

Convenience: One-stop solution for all door and window needs, simplifying the purchasing process for customers.

Security & Durability: Made from steel, Pravesh products offer superior strength and security compared to traditional wooden options.

Termite & Fire Resistance: Products are made from steel and naturally termite and fire resistant.

Pravesh Products are manufactured through contract facilities distributed across South & North India, ensuring wide coverage and availability. Currently Pravesh has managed warehouses in Hyderabad and Delhi to streamline distribution of products to its customers.

Pravesh currently caters to around 700 customers monthly in retail segment, with approximately 3,000 steel doors and windows sold each month. Currently 80% of the business sales comes from 6 key states Andhra Pradesh (500 units), Telangana (300 Units), Kerala (600 Units), Bihar (400 Units), UP (350 Units), West Bengal (250 units). Average qty of doors and window per customer is ~4 units worth Rs 1 lakh.

Background

As a part of long-term plan, TATA Steel intends to insulate its revenues from steel cyclicality by venturing into downstream products, services & solutions. The company has made an ambitious plan to achieve 20% of its revenues from such businesses by 2025 and has already made inroads into segments such as community essentials (www.nestin.co.in), homemaker (www.tataprvesh.com) etc. through asset light manufacturing model.

The primary target group for homemaker solutions are IHBs (Individual House Builders). TATA Steel has been traditionally catering to this segment through a nationwide network of 7000+ dealers for construction rebars (www.tatatiscn.co.in).

Pravesh doors were launched in 2016-17 in select geographies primarily using TATA Tiscn dealers with prime objective of disrupting the highly unorganized market and create a new category of steel doors & window in India.

The primary motivation of these dealers is to sell TATA Tiscn – which is a volume business. Most of these dealers are traditional steel dealers, not amenable to sophisticated selling. Also, these dealers don't always have free space to display products like Pravesh doors.

Gradually Tata Pravesh expanded its presence in PAN India market along with non- Tata Steel dealers to give better customer experience and product display.

After initial slow start, the demand for Pravesh doors jumpstarted hitting the capacity bottleneck in 2022-23. This led to deterioration of delivery performance and created lot of dissonance among dealers. Since then, Pravesh has developed added capacities for doors and improved delivery performance significantly.

Pravesh currently operates in 2-tier channel model where customer visits dealer, takes product demo, and logs the order with dealer with 50% advance money. Dealer in-turn passes order details to distributor with advance money and finally distributor logs order with Tata Pravesh for manufacturing and delivery product.

Tata Pravesh manufactures the product through its outsourced manufacturing facility and delivers the product to distributors through its warehouse in 45 days. At present Pravesh has negligible presence on online e-commerce platforms.

Refer annexure-2 for business model.

Pravesh currently generates 7000 monthly enquiries from offline (200 active dealers PAN India-10% enquiries) and online sources website, social & digital marketing-90% enquiries) and converts 700 customers/month.

Pravesh realized that customer experience & service is the key differentiator in this category and hence there is a dedicated SmartCare team to manage the customer experience including post-sales services, complains & installation.

Problem Statement/Challenges Faced

1. MTO (made to order) based Business- Pravesh is yet to get standardized the way traditional retail works; no prominent SKU of choice exist which can contribute 80% of sale. Order to installation to end customer take 60-75 days at present.
2. Payment flow -Customer pays 50% advance to dealer, 30% advance comes to TSL; but this comes with a lag creating customer dissonance.
3. Dealer viability- Dealer returns per month is not enough to stay motivated, very few dealers doing 30+ units per month; mostly earn around 15K/month, resulting into dissatisfaction among channel partners.
4. Category conversion – Pravesh operates in a category largely dominated by wooden doors, followed by uPVC/PVC windows.
5. Customers dispersed geographically – Pravesh products require consultative selling process with customer, where it requires multiple customer visits to close a customer order over a 2–3-month period. Customers are widespread and hence managing substantial number of salesforces on ground is essential. Pravesh is dependent on distributors to supply last leg of salesforce (sales executives) on ground, high number of SEs not economically practical for distributors.

Critical Case Questions

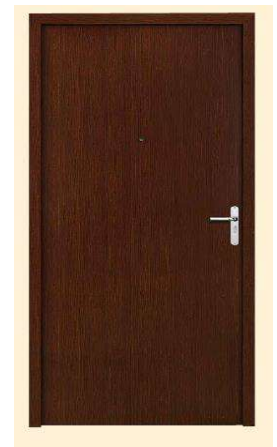
1. How can Tata Pravesh drive faster consumer adoption of steel doors in a traditional wood dominated category?
2. What is the right channel strategy and operating model for Pravesh to improve supply chain efficiency and achieve business scale?

Annexure:1

Embossed Wood Finish



Plain Wood Finish



Fly Mesh Door



Double Leaf Door



Reflections Natura Series



Design code: NS 01

Design code: NS 02

Design code: NS 03

Design code: NS 04

Design code: NS 05

Design code: NS 06

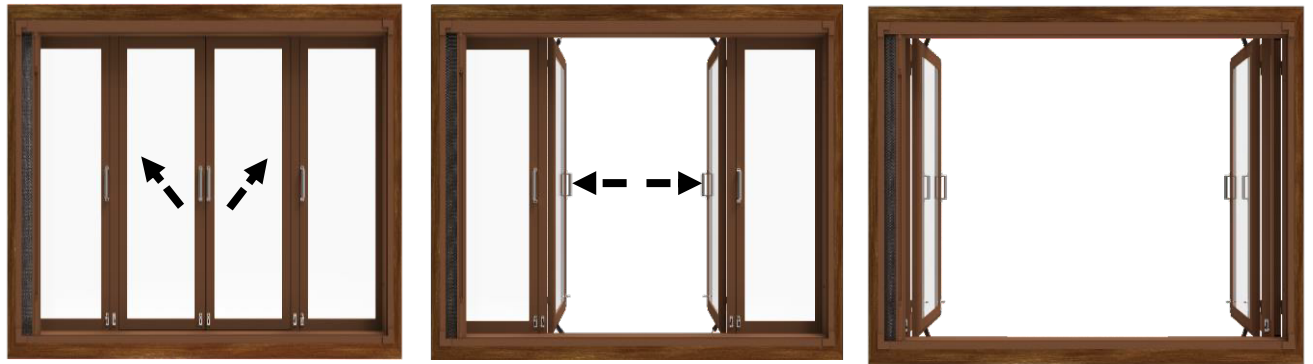
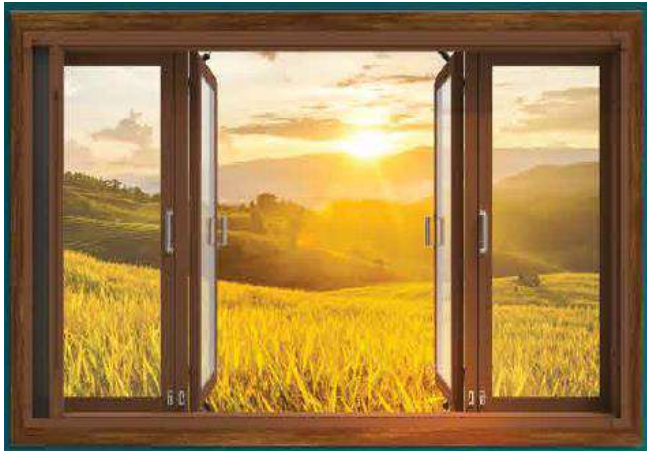
Steel Casement Window



Aluminum Sliding Window



Swing & Slide Window



Annexure-2:

Pravesh Retail Business Model:

