



# CASE STUDY

2025

**steel-a-thon**  
Prove your Metal  
Season XII 2025

## Case Title

# Accelerating the Growth of Tata Steel Nest-In's Modular Construction Solutions Business Pan- India

## Background

Tata Steel's Nest-In business represents a paradigm shift in the construction industry by offering innovative modular solutions for residential, commercial, and social infrastructure projects. The aspiration is to transform conventional construction practices with environmentally conscious, time-efficient, and scalable steel-based modules that significantly reduce build time and enhance quality. As state governments, private builders, and end-users progressively recognize the value proposition of modular methods, Nest-In is poised to orchestrate growth across diverse Indian geographies.

Despite the benefits—speed, durability, sustainability—modular construction (MobiNest: Containerised solutions, EzyNest: Sanitation Solution) adoption remains fragmented. Nest-In aims to become a leader in this space, but faces obstacles around customer awareness, acceptance of non-traditional solutions, price sensitivity, local regulatory nuances, and competition from both local and global players. The business currently has limited presence in select markets and seeks rapid expansion to serve the broader pan-India opportunity.

## Challenge Statement

Nest-In must create customer pull for modular construction across urban, semi-urban, and rural markets pan-India. While modular construction offers clear advantages, conventional brick-and-mortar mindsets and decision-making inertia persist. The challenge is to scale the outreach, build persuasive value communication, and orchestrate strong adoption—converting sceptics into advocates who appreciate the cost, speed, and environmental value delivered.

Stakeholder complexity abounds builders, government agencies, architects, contractors, end-user communities. Influencers such as project consultants, civic officials, and local contractors hold sway over adoption choices. Furthermore, price perception and regulatory ambiguity remain hurdles. Nest-In's business must define its unique value, activate new micro-influencers, and nurture the supply chain to achieve a step-change in market share.

## Scope

This case specifically targets pan-India expansion for Tata Steel Nest-In's modular solutions portfolio.

- Current modular business penetration is limited compared to the conventional construction segment.
- Target markets include metros, Tier 2/3 cities, and rural clusters for social infrastructure, housing, and institutional projects.
- Monthly sales growth, channel development, and stakeholder engagement are key business metrics.
- Advertisement-to-sales ratio is expected to be conservative, requiring innovative low-cost marketing approaches.
- The objective is to create, measure, and sustain customer pull using a mix of brand and field activation strategies.

## Customer/Market Segment

- Government and private builders in urban and semi-urban geographies
- NGOs and institutional buyers for social infrastructure
- Individual homeowners exploring fast-track housing solutions
- Architects, project consultants, and contractors as solution specifiers
- Local influencers and civic officials impacting decision cycles

### **ONE Tata Steel Framework Alignment**

Orchestrating Growth from current Rs 2Cr / month to Rs 20Cr / month by Mar'27

- Devise robust pan-India market entry and expansion strategies leveraging digital transformation, partnerships, and local activation.
- Design seeding activities for early adoption, especially in underpenetrated markets.
- Align sales force incentives and measure impact on adoption rates and revenue growth.

### **Nurturing the Value Chain**

- Identify and engage new micro-influencers: local project consultants, civic authorities, and building contractors in focus geographies.
- Build strong dealer, supplier, and logistics network for modular product availability and support.
- Enhance after-sales service, project management support, and customer feedback loops.

### **Empowering People**

- Develop educational modules and hands-on demos enabling stakeholders to appreciate the benefits of modular solutions.
- Institute training and certification for architects, consultants, and channel partners.
- Foster cross-functional collaboration (sales, supply chain, engineering) under ONE Tata Steel philosophy.

### **Students are required to:**

- Analyze barriers to modular construction adoption across pan-India and propose a holistic business development strategy for Nest-In.
- Recommend actionable levers within the ONE Tata Steel framework—business, supply chain, and people tracks.
- Design a stakeholder engagement plan involving local influencers, digital and field outreach, and persuasive value communication.
- Propose metrics for success: market share increase, sales ramp-up, supply chain robustness, and workforce empowerment.
- Demonstrate how Nest-In can capitalize on Tata Steel's brand equity and integrated resources to redefine tomorrow's steel in construction.