

From Legacy to Growth: A Market-Driven Expansion Strategy for Maa Vindhyawasini Marble

A Proposal report for the BDM capstone Project

Submitted by

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Declaration Statement

I am working on a project "**From Legacy to Growth: A Market-Driven Expansion Strategy for Maa Vindhyawasini Marble**". I extend my appreciation to **Maa Vindhyawasini Marble**, for providing the necessary resources that enabled me to conduct my project.

I hereby assert that the data presented and assessed in this project report is genuine and precise to the utmost extent of my knowledge and capabilities. The data has been gathered through primary sources and carefully analyzed to assure its reliability.

Additionally, I affirm that all procedures employed for the purpose of data collection and analysis have been duly explained in this report. The outcomes and inferences derived from the data are an accurate depiction of the findings acquired through thorough analytical procedures.

I am dedicated to adhering to the information of academic honesty and integrity, and I am receptive to any additional examination or validation of the data contained in this project report.

I understand that the execution of this project is intended for individual completion and is not to be undertaken collectively. I thus affirm that I am not engaged in any form of collaboration with other individuals, and that all the work undertaken has been solely conducted by me. In the event that plagiarism is detected in the report at any stage of the project's completion, I am fully aware and prepared to accept disciplinary measures imposed by the relevant authority.

I agree that all the recommendations are business-specific and limited to this project exclusively, and cannot be utilized for any other purpose with an IIT Madras tag. I understand that IIT Madras does not endorse this.

A digital signature consisting of the name "Tarun" written in a stylized, handwritten font.

Signature of Candidate: (Digital Signature)

Name: Tarun Chaudhary

Date: 10/12/2025

Executive Summary: A Market-Driven Expansion Strategy for Maa Vindhyawasini Marble

Maa Vindhyawasini Marble is a dealership of tiles and sanitary ware located in Ghazipur, Uttar Pradesh, with a market presence of more than two decades. Managed by the second generation, the business has built long-standing relationships with individual home builders, contractors, and commercial buyers, and is associated with established brands such as Varmora.

In the post-COVID period, the business is facing a decline in customer footfall due to rising competition, changing consumer preferences, and saturation in the local market. While the owner plans to open a new showroom, there is uncertainty around the right timing, location selection, investment size, and expected recovery period. Additionally, tiles and sanitary products involve high capital investment and storage risk, making poor inventory decisions costly and increasing the risk of dead stock.

This project combines on-ground market research with an analysis of historical sales and purchase records to understand real business dynamics. Customer interactions, contractor feedback, and competitor mapping help assess demand patterns across locations, while past billing trends provide insights into revenue growth, seasonal demand, and product movement. Together, these inputs support informed decisions on showroom expansion, capital planning, and product category focus, ensuring that future growth is practical, sustainable, and aligned with local market realities.



[Maa Vindhyawasini Marble, Paraspura, Gazipur, UP]

Organization Background

The organization that this project is based on is Maa Vindhyawasini Marble, a for-profit dealership of tiles and sanitary ware located in Ghazipur, Uttar Pradesh. The business was established more than two decades ago and has been serving the residential and commercial construction needs of the region. It was among the earliest large-scale tile and marble dealers in the city and gradually built strong associations with contractors, builders, and individual homeowners.

The business is currently managed by the second generation, Mr. Shahul Saraf, who joined the family enterprise in 2012 after completing his graduation. Under his leadership, the product portfolio expanded from traditional marbles and tiles to include modern sanitary ware, designer tiles, premium bathroom fittings, and decorative marble items. Maa Vindhyawasini Marble is an authorized dealer of reputed brands such as Varmora. At present, the organization operates one showroom and a storage godown in Ghazipur, with a second showroom under construction, reflecting its intent to expand and adapt to changing market conditions.

Problem Statement

1. Declining Customer Footfall

To study the reduction in customer footfall in the post-COVID period and identify the market, competition, and customer behaviour factors affecting sales performance.

2. Showroom Expansion Feasibility

To evaluate the feasibility of opening a new showroom by examining business trends, local market demand, investment requirements, and expected time for returns.

3. Inventory and Dead Stock Management

To analyse product category movement to identify fast- and slow-moving items, with the objective of reducing dead stock and improving inventory efficiency.

Background of the Problem

Maa Vindhya wasini Marble has operated successfully for more than two decades in Ghazipur, benefiting from early market entry, limited competition, and strong customer trust. However, in recent years the business has experienced a decline in customer footfall, particularly in the post-COVID period. This challenge has emerged due to multiple external and internal factors affecting small-town retail businesses in the construction materials sector.

One of the major causes of the problem is the increase in local competition, with new tile and sanitaryware showrooms entering nearby areas and offering aggressive pricing, credit facilities, and wider product displays. At the same time, customer buying behaviour has changed, with greater preference for modern designs, faster delivery, and comparison-based purchasing. Rising costs of raw materials, transportation, and storage have further pressured margins, especially for high-value products like tiles, which require careful handling and significant space.

Additionally, uncertainty in the real estate and construction market after COVID has reduced new housing projects, directly impacting demand. Despite plans to open a new showroom, the lack of structured evaluation regarding location, investment size, and product mix has increased business risk. Poor alignment between inventory investment and actual demand can lead to dead stock, capital blockage, and reduced operational flexibility, making strategic planning essential for sustainable growth.

Problem Solving Approach

1. Methods to Be Used

- **Trend Analysis:**
Sales and purchase data will be examined on a yearly and monthly basis to understand business performance patterns and evaluate stability during the post-COVID period.
- **Product Category Analysis:**
Different product categories will be compared to identify items with high sales frequency and those with slow movement, with special focus on minimizing dead stock in high-value tile segments.
- **Purchase and Sales Gap Analysis:**
A comparison between procurement levels and actual sales will be carried out to identify mismatches between inventory investment and market demand, helping reduce unnecessary capital blockage.

2. Intended Data Collection

- **Sales and Purchase Records (Secondary Data):**
Historical billing data will be used to analyse transaction trends, revenue flow, and customer purchasing patterns based on actual business records.
- **Field-Based Inputs (Primary Data):**
Informal interactions with the business owner, showroom staff, and local contractors will be conducted to gain insights into customer preferences, competitive pressures, and location-specific demand behaviour.

3. Tools for Analysis

- **Python (Pandas and NumPy):**
These libraries will be used for data cleaning, structuring, and analysis, particularly for handling date-based trends and product category segmentation.

- **Microsoft Excel:**

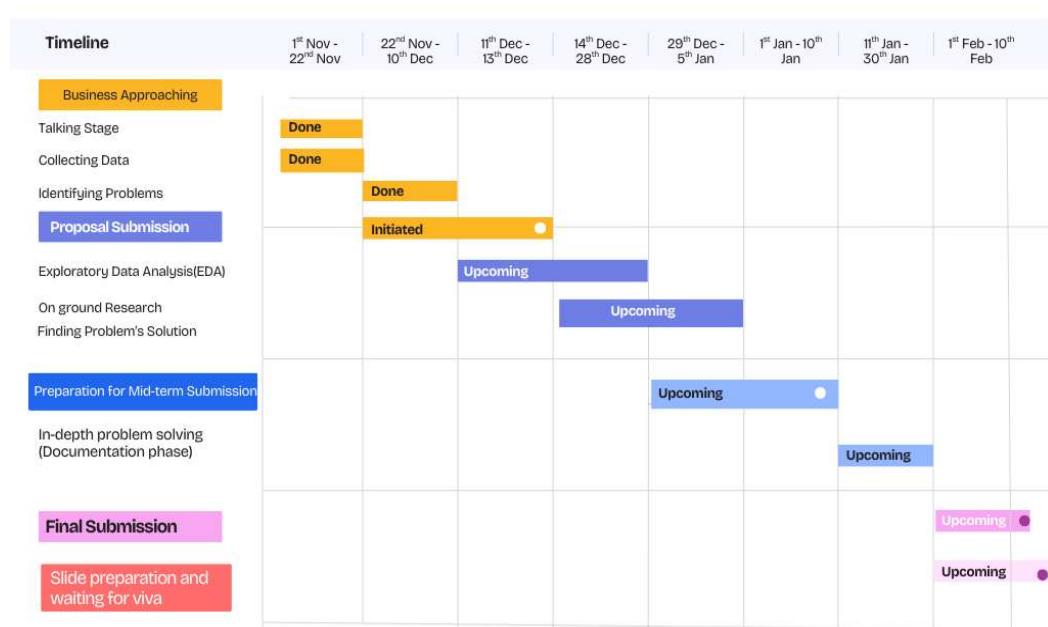
Excel will support preliminary summaries and act as a cross-checking tool to validate analytical results.

- **Power BI:**

Interactive dashboards and visual reports will be developed to present sales trends, category-wise performance, and demand distribution in a clear and interpretable manner.

Expected Timeline

BDM Project



Project Start Date : 01-11-25

Total Project Duration : 110-115 days

Prepared By : Tarun Chaudhary

Expected Outcome

1. Improved Inventory Planning and Product Focus

The analysis is expected to help the business clearly identify which product categories generate regular sales and which items remain unsold for longer periods. This will allow the owner to make more informed purchasing decisions and reduce capital being blocked in slow-moving inventory.

2. Informed Decision-Making for Showroom Expansion

By examining historical sales trends and current market demand, the study aims to provide clarity on whether the business is ready to support the financial requirements of a new showroom. This will assist in deciding the right time, scale, and investment level for expansion.

3. Better Understanding of Customer Demand Distribution

The study is expected to improve understanding of customer purchasing behaviour across different locations, customer types, and purchase sizes. This insight can help the business focus on products and services that are more relevant to local demand.