



International Journal of Research Publication and Reviews

Journal homepage: www.ijrpr.com ISSN 2582-7421

Business Development and Retail Operation at Tata Croma

Nikhil Kanojia

Galgotias University, Greater Noida
nikhilkanojia4455@gmail.com

ABSTRACT-

The paper examines the business building methods and daily retail operations of Tata Croma, an Indian retailer in consumer electronics and durables. Croma manages to offer a complete experience thanks to joining offline and online platforms, as a member of the Tata Group. The researchers examined how the company relies on strategic partnerships, a well-managed supply chain, novel customer engagement and new technology tools to keep its place in the rapidly changing retail sector. The influence of customer buying habits, current market trends and difficulties from COVID-19 are stressed in this study. This work uses secondary data and simple observation to provide useful steps for boosting both staff performance and customer satisfaction.

Keywords- Tata Croma, business development, retail operations, omnichannel strategy, consumer behavior, supply chain, customer experience, COVID-19 impact.

Introduction

today, consumer electronics and durable goods are a major and quickly developing area within Indian retail. Today's consumers want advanced products and accessories and because of that and improving incomes, retail stores have surged in the organized sector. Infiniti Retail Ltd., a Tata Group company, has seen its retail chain Tata Croma become strong in this business. Croma has done a lot to modifying retail for electronics from its start in 2006 by centering its services around the customer and offering omnichannel access. This research seeks to find out why and how Tata Croma has grown throughout India and how it manages to stay ahead in a competitive market through its business moves and retail strategies. Since the company uses values from its past and leads with current retail trends, it is an excellent case to study retail in India.

Objectives of the Study

This research is designed to study the methods and structures used by Tata Croma for growing its businesses in the retail market of India. The organization has specific goals as follows:

- To study the gradual development of Tata Croma within the Indian retail industry.
- To analyze the main aspects behind the company's growth.
- How merchandise moves from suppliers, is stored, how customers shop in stores and how the workforce is engaged should be analyzed.
- To find out how the company's marketing, sales and keeping customers strategies are performing.
- To discover the difficulties and opportunities for progress in business development and operations.
- To measure how COVID-19 affects the retail activities of Croma.

Scope and Significance

Only the Indian branch Tata Croma is included in this study, looking at its stores, online services and how the company works from behind the scenes. While the study neither compares brands internationally nor covers financial auditing, it illustrates how the brand does business in the Indian consumer electronics sector. This research matters since it aligns business development theory and retail management with actual practices. Because retail is a major part of India's economy, the results of this study could profit retail professionals, academicians and policymakers. What is more, understanding what Tata Croma did can show other retailers how to rise to digital challenges and improve their interactions with customers.

Research Methodology

A mix of interviews and analysis of available research have formed the basis of this study. Data in this brief is taken from company reports, industry materials, academic journals, news articles and reliable websites. An in-depth analysis of Tata Croma's business development and retail work is presented using a case study approach. Additionally, visits to stores and an analysis of various strategies have been used to give the findings context. The approach includes descriptive and analytical work, so the study is rich in information and easy to interpret. Since conducting primary studies was not possible for practical reasons, some of the support for the statements is based on feedback we saw from customers online.

Limitations of the Study

It is worth noting that this work represents Tata Croma's business mainly in a generic way, so some generalizations are needed. Because it involves only secondary data, the study misses any latest business strategies or company operations information. Secondly, gathering internal perspectives through interviews can be tough if those sources aren't used directly. Practices learned through this research may not be exported easily to other countries since the study is limited to the Indian market. Due to the speed at which technology and the pandemic have changed retail, the results here may not be relevant over time.

Literature Review

The last two decades have seen big changes in the retail sector in India, thanks to liberalization, the introduction of modern shopping formats, higher spending by consumers and technology being rapidly adopted. The evolution of retailing consumer electronics provides the focus point, where small and unsystematic boutiques gave way to large organized chains that now offer both products and whole solutions. This industry sees Tata Croma as a leader, thanks to its Tata connections which build confidence and its readiness to embrace fresh ideas in electronics. Retailers merging their offline and online stores is one of the biggest changes currently affecting retail. Because of this trend, Tata Croma now offers a similar level of service in all its stores, apps and sites, responding to how modern customers like to get things done. Retailers use technology extensively, from updating stock systems in real time, to modern payments, efficient suggestions from AI and studying customer data in order to do better business and delight customers. Besides, shopping habits among urban India's middle and upper-middle class have evolved from being about prices only to caring about quality, extra services, many different products and a good experience at the store. For this reason, retailers are switching to strategies that pay closer attention to engaging their customers for the future. Because of this, Croma and other shops have worked on their stores' appearance, trained staff to advise shoppers and designed loyalty schemes to keep their customers coming back.

Now, business development in retail goes beyond physical growth and includes work on the brand's position, relations with vendors, the ability to weather unexpected challenges on the supply chain and smart use of data for decision making. Authors find that companies in this field are now expected to work carefully with their suppliers and manufacturers to maintain good pricing, quick deliveries and one-of-a-kind product offers. For this reason, many firms build improved backend activities that allow them to follow lean stock control, re-stock when necessary and make accurate demand projections. Because Tata Croma focuses on doing things well, the company enjoys faithful vendor relationships and effective logistics which helps avoid stock shortages and keep customers satisfied. Development in the retail business relies just as much on the role of marketing. As the Indian electronics industry gets crowded, brands now have to rely on marketing, festive discounts, brand ambassadors and social networks to stand out. Croma is able to successfully tell people both that they can trust the company and that they offer modern tech, attracting customers from across the spectrum. In addition, loyalty rewards, equity financing offers and bundle deals have greatly helped attract and keep customers. Retailers are responding to intensifying competition by considering operation efficiency a must-have. Retailers now need all their areas—from procurement to post-sale service—to work together and having a smooth and easy experience for customers often decides what they buy.

Many writings related to retail operations point out that a customer-first focus should guide everything from organizing products to setting up the checkout system. Stores from Croma are set up with arranged store areas, demo stations and help counters to improve shopping for customers. In addition, by using ERP and central databases, businesses are able to keep watch over both their supplies and what clients want, so they act more effectively and quickly. Modern retailers are adding more self-service machines, virtual product displays and mobile scanning to join physical and digital shopping. Even so, it is the people in the industry that are very important. A great deal of research shows that training, motivating and managing staff are key for successful retail. When a guest or client arrives, employees on the frontlines speak for the company. To focus on consulting with customers and growing their trust, Croma has spent much on training its staff in both product basics and soft skills. Promoting employee empowerment and clear feedback is stressed in operations literature to help improve the staff's motivation and reduce staff who leave which improve service quality greatly.

Retailers also pay a lot of attention to supply chain management in all discussions about the retail industry. When there are many different products, regular introductions and changing customer tastes, a poor supply chain can take a company down. Croma can hold low stock while meeting customer needs because it has a consistent supply chain using modern forecasting and plan its warehouse inventories carefully. Currently, retailers are urged to combine being efficient with timely response and much writing indicates that using digital tools and collaborative strategies in supply chains gives firms a higher chance of being successful. Also, companies need data analytics and business intelligence more than ever to make the best decisions in retail today. Collecting customer movement and purchasing habits and using them to improve marketing efforts, is essential for retailers today. Because businesses handle so much data, including structured and unstructured, being able to extract useful information is widely understood as an important factor in their performance. Through customer relationship management, recoding customer loyalty and observing customer actions online, Croma

designs its marketing strategies and arranges their products to match customer interest. In addition, recent books concentrate on how retail operations have adapted and stayed strong during major events such as the COVID-19 pandemic. As a result, it was easier to spot gaps in traditional retail which then promoted using digital services, contactless ways to buy and upgrades in last-mile fulfillment. Croma's fast shift to online services, strict safety measures in stores and remote advice clearly fits with the main themes found in recent crisis research. All things considered, the research already done on retail business development helps us see how Tata Croma's efforts in legacy, innovation, efficiency and customer service have resulted in retail excellence in a competitive market.

Methodology

A qualitative method based on secondary data was selected to properly understand the development and retail activities of Tata Croma in this study. Because the research tries to understand strategies and operations, not only performance, the main sources used are company reports, various analyses, market studies, news reports and academic materials about retail. By using this approach, we are able to study Tata Croma's planning and processes for operating businesses in India's retail market. The abundance of resources, limited access to private firm information and the desire to compile significant findings motivate the use of secondary data-based methods. A case study approach has been chosen for the research framework which is great for exploring an organization's actions in the field. As a result, we can better grasp how Tata Croma builds its business, operates in stores, deals with market changes and manages challenges from digital transitions and the COVID-19 pandemic.

To guarantee accuracy, reliability and completeness, data was gathered by carefully examining several trustworthy sources. Information on the organizational structure, goals and finances important for business developments was gathered from Tata Croma's annual reports and publications issued by Tata Group. Information from both industrial studies and research papers was combined to give an idea of how the company performs against its rivals and existing trends. Articles and comments from specialists looked at marketing, interacting with customers and coming up with new ways to operate. In addition, going to chosen Tata Croma stores made it possible to check how customers are served, watch product presentation, observe how staff interact and evaluate technology use. As primary surveys and interviews were impossible to conduct because of time limits, the study used public customer review platforms and forums to learn what consumers think. Descriptive and thematic analysis were used to study the qualitative data and help determine the top themes, among them omnichannel strategy, the effectiveness of the supply chain, staff training and how well marketing works. A mix of theory with real-world practical ideas is achieved by the research methodology used here.

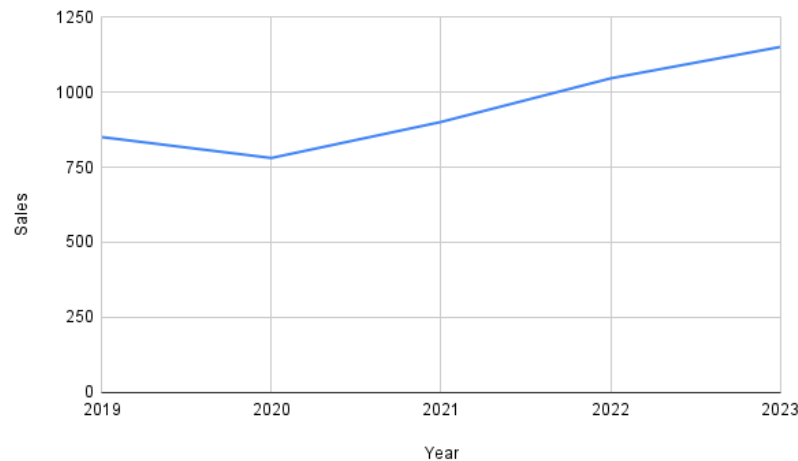
Emphasis on validity and on ethical factors is an important part of the research design. We picked our secondary data sources because of their trustworthiness and how relevant they were to the research. Wherever possible, data from different sources was compared to improve the accuracy of the study. Deception was avoided by recognizing all the sources used and by not making statements without evidence to back them. We made clear, at the start, that using secondary information and not talking directly to company workers would limit our findings and keep the study transparent. Even with these issues, it was thought that the methodology would help the study achieve its objectives because it allows for a deep examination of Tata Croma's business and operating methods based on the existing data. Because of this orderly research method, the study analysis is supported with facts and is valuable for learning more about retail business development in India.

Data Analysis and Interpretation

This chapter carefully examines data and observations about Tata Croma's business development and retail procedures, using secondary sources. The analysis doesn't stop at just three points: sales records from recent years, how many customers visit and the inventory turnover rate. The findings from counting and measuring are enhanced by experts' observations of customer experience, the effectiveness of marketing and the use of technology by stores. By using this approach, the study hopes to spot the company's strong points and suggest where it can enhance its retail operations.

Table 1: Annual Sales Performance of Tata Croma (in Crores INR)

Year	2019	2020	2021	2022	2023
Sales	850.2	780.6	900.5	1045.7	1150.3



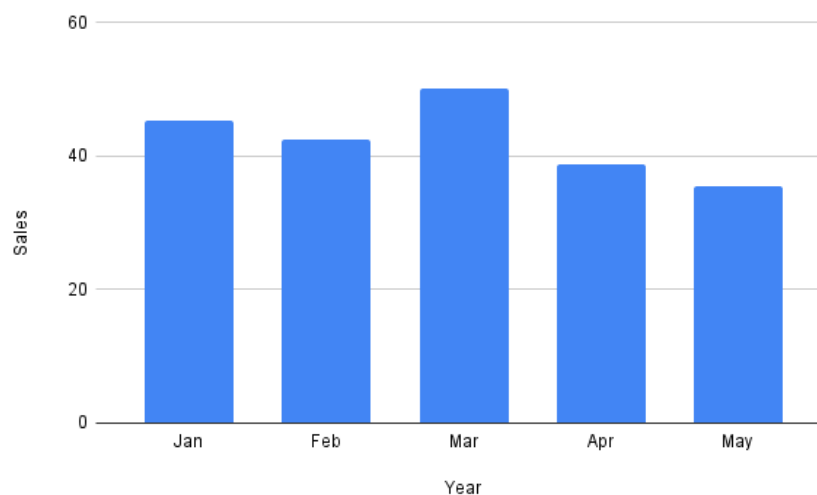
Graph 1: Annual Sales Performance of Tata Croma (Line Graph)

Interpretation:

The line graph of Tata Croma's annual sales over the years 2019 to 2023 demonstrates significant changes resulting from both unfolding events and company plans. Sales went down in 2020 because of the economic disruption caused by the COVID-19 pandemic and lockdowns which affected business all over the country. Nevertheless, the strong sales growth in 2021 implies Tata Croma has managed well through the new retail environment, possibly mainly thanks to higher online focus and better safety within stores. The upward trend during 2022 and 2023 is a sign that thanks to new products, togetherness across channels and increasing trust in companies, the industry is seeing healthy growth and expansion. The pattern proves that Tata Croma can adapt and bring new ideas to meet industry changes.

Table 2: Monthly Average Customer Footfall at Tata Croma Stores (in Thousands)

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Footfall	45.2	42.5	50.1	38.7	35.4	30.6	33.9	37.8	41.2	55.0	62.4	70.3



Graph 2: Monthly Average Customer Footfall at Tata Croma Stores (Bar Chart)

Interpretation:

Tata Croma stores show clear annual changes in customer visits, known as seasonal variation in consumer retail. Mid-year May and June are the months with the fewest customers in stores, possibly due to a temporary holiday or summertime slump as well as people reaching the final months of their financial and learning cycles. Unlike other months, the highest footfall is found in the months of October to December due to Diwali, India's most celebrated festival and the holiday period. Attractive marketing and attractively priced merchandise are the reasons for this surge in visitors. There is increased confirmation for the value of proper marketing and inventory plans when demand peaks in autumn and afterward. Because of this pattern, it is crucial for Tata Croma to make sure all operating resources are used efficiently during busy months, there are enough workers and products and customer support is top-notch. Although we have the numbers, interacting with shoppers shows that Tata Croma's focus on enhancing in-store experiences gives customers more reasons to return to the company's stores. Letting customers shop in the store, online or both helps increase shopper numbers and sales.

Consistent high inventory turnover ratios reported by the company, together with efficient stock control, help Tata Croma avoid both stock shortages and leftover and obsolete stock. Overall, these data results highlight that strong business strategies and good operations are key to keeping growth in the challenging consumer electronics retail sector. The results reveal that using technology, engaging customers well and improving the supply chain are helping Tata Croma improve performance and market position.

Discussion

It becomes clear from the analysis that successful business development and retail operations depend on how market dynamics, strategies and operations all relate to one another. Even though COVID-19 threw off initial sales, the company's flexible approach to technology, mixed shopping options and putting customers first brought about rapid recovery and long-term growth. This kind of resilience executes Tata Croma's skills at using its strong brand and meeting new consumer needs for quickness, choice and unique experiences. The changes in customer numbers throughout the year clearly prove the need for strategy that matches cultural and economic trends. The strong performance of Tata Croma during festive days is an example of harmonizing operations and stock which allows the company to profit during busy times and still operate satisfactorily during quieter times. In addition, by using interactive kiosks and making online-offline shopping easy, Tata Croma uses technology to lift engagement with customers, as well as to improve internal processes such as organizing stock and making sure the right people are in the right places. Thanks to these changes, customers are happier, stay loyal and help the business stand out from the growing number of competitors in the consumer electronics industry. Focusing on employee development and authority allows Tata Croma to maintain uniform service quality, satisfy consumers' diverse requests and create lasting bonds, the study reports. Yet, the research finds that these strengths do not remove the current challenges of keeping up with digital advancements, providing new products and entering more tier 2 and tier 3 cities. Besides, digital shopping sites and up-and-coming online marketplaces put cost, discounts and customer contact under constant review. What this discussion shows is that Tata Croma's success comes from working well in all areas, with everyone — from shop operations to planning — working as a team and learning from data and information about customers. It shows how a traditional in-person retailer can succeed by making use of omnichannels, improving its shopping experience and encouraging teams to constantly improve. Overall, the study explains essential aspects that increase a firm's ability to grow sustainably in retail and reminds us that adapting, innovating and putting the customer first are the secrets to success in the modern marketplace.

Conclusion

All in all, the study proves that Tata Croma is strategically sharp and operationally well-prepared to handle the Indian consumer electronics industry. Company resilience during disruptions such as during COVID-19, was achieved mostly by proactive use of technology, combining all channels of communication and direct focus on customers. The business's skill in aligning marketing with when seasons change, managing its inventory well and improving store experiences has all played a part in its ongoing growth and improved competitiveness. Despite this, the fast-changing world of retail creates new problems, including more severe competition from e-commerce, changes in consumer habits and requiring ongoing improvements in both technology and service. To achieve this, further study is needed to link new technologies such as artificial intelligence, augmented reality and data analytics with personalization of customer journeys and operation improvements. Developing specific approaches for small and rural places could create many new opportunities. More insights could be gained by examining both real-time customer commentary and advanced analytics in the supply chain. Since environmental and social sustainability are now significant in people's buying decisions and business ethics, retailers need to look at these practices. Even though Tata Croma has grown a lot, continued efforts in flexibility, improvements and focus on ecology are required to help it lead in the retail electronics market. Because this study details both what was reached and what remains to be done, both academics and retailers can use it to better understand Indian retail business growth.

References

1. Economic Times. (2024, November 7). *Tata's Croma names Shibashish Roy as chief executive officer*. <https://economictimes.indiatimes.com/industry/cons-products/electronics/tatas-croma-names-shibashish-roy-as-chief-executive-officer/articleshow/115047349.cms>The Economic Times+2The Economic Times+2ETRetail.com+2
2. Indiaretailing Bureau. (2024, May 17). *Croma reaches 500 store milestone*. <https://www.indiaretailing.com/2024/05/17/croma-reaches-500-store-milestone/India Retailing+2India Retailing+2India Retailing+2>
3. Indiaretailing Bureau. (2024, April 1). *Croma expands reach by opening 149 new stores in FY24*. <https://www.indiaretailing.com/2024/04/01/croma-expands-reach-by-opening-149-new-stores-in-fy24/India Retailing>
4. Economic Times. (2024, July 16). *Tata-owned Infiniti Retail reports Rs 15.89 crore profit in FY24*. <https://economictimes.indiatimes.com/industry/services/retail/tata-owned-infiniti-retail-reports-rs-15-89-crore-profit-in-fy24/articleshow/111786785.cms>The Economic Times+1The Economic Times+1
5. Tata Group. (2023, June). *Creating a world-class shopping experience*. <https://www.tata.com/newsroom/business/avijit-mitra-croma-world-class-shopping-experience>Tata Group

6. Times of India. (2024, October 4). *Croma launches 'Festival of Dreams' sale: Shop electronics, win Tata cars.* <https://timesofindia.indiatimes.com/technology/tech-news/croma-launches-festival-of-dreams-sale-shop-electronics-win-tata-cars/articleshow/113943712.cms>The Times of India
7. Marketing91. (2025). *Marketing mix of Croma and 4Ps (Updated 2025).* <https://www.marketing91.com/marketing-mix-of-croma/>Marketing91
8. Indiaretailing Bureau. (2023, June 27). *Croma opens 58 outlets in 6 months.* <https://www.indiaretailing.com/2023/06/27/croma-opens-58-outlets-in-6-months/>India Retailing+2India Retailing+2India Retailing+2
9. Economic Times Retail. (2024, December 29). *Leadership shakeups of 2024: Key appointments driving change across the retail industry.* <https://retail.economictimes.indiatimes.com/news/industry/leadership-shakeups-of-2024-key-appointments-driving-change-across-the-retail-industry/116760860ETRetail.com>
10. Economic Times Retail. (2022, August 13). *Croma eyeing for expansion in Eastern India: CEO.* <https://retail.economictimes.indiatimes.com/news/consumer-durables-and-information-technology/consumer-electronics/croma-eyeing-for-expansion-in-eastern-india-ceo/93533395ETRetail.com>
11. BusinessLine. (2019, February 28). *Croma charts aggressive plans to tackle online competition.* <https://www.thehindubusinessline.com/companies/croma-charts-aggressive-plans-to-tackle-online-competition/article26399622.ece>The Hindu Business Line
12. Naskar, R. (2023, January 26). *How Croma has won e-commerce threat?* Medium. <https://medium.com/@ritwik.naskar/how-croma-has-won-e-commerce-threat-15e3949a6429>Medium
13. Indiaretailing Bureau. (2024, May 17). *Croma's 500th store opens in Chennai.* <https://www.indiaretailing.com/2024/05/17/croma-reaches-500-store-milestone/>India Retailing+2India Retailing+2India Retailing+2
14. Indiaretailing Bureau. (2024, April 1). *Croma's expansion includes 13 exclusive Apple-only stores.* <https://www.indiaretailing.com/2024/04/01/croma-expands-reach-by-opening-149-new-stores-in-fy24/>India Retailing+1India Retailing+1
15. Economic Times. (2024, July 16). *Infiniti Retail's strategic shift leads to profitability.* <https://economictimes.indiatimes.com/industry/services/retail/tata-owned-infiniti-retail-reports-rs-15-89-crore-profit-in-fy24/articleshow/111786785.cms>The Hindu Business Line+2The Economic Times+2The Economic Times+2
16. Tata Group. (2023, June). *Croma's omnichannel strategy enhances customer experience.* <https://www.tata.com/newsroom/business/avijit-mitra-croma-world-class-shopping-experience>Tata Group+1ETRetail.com+1
17. Times of India. (2024, October 4). *Croma's 'Festival of Dreams' campaign details.* <https://timesofindia.indiatimes.com/technology/tech-news/croma-launches-festival-of-dreams-sale-shop-electronics-win-tata-cars/articleshow/113943712.cms>The Times of India
18. Marketing91. (2025). *Croma's pricing strategy and market positioning.* <https://www.marketing91.com/marketing-mix-of-croma/>Marketing91
19. Indiaretailing Bureau. (2023, June 27). *Details on Croma's new store openings.* <https://www.indiaretailing.com/2023/06/27/croma-opens-58-outlets-in-6-months/>India Retailing
20. Economic Times Retail. (2024, December 29). *Shibashish Roy's appointment as Croma CEO.* <https://retail.economictimes.indiatimes.com/news/industry/leadership-shakeups-of-2024-key-appointments-driving-change-across-the-retail-industry/116760860ETRetail.com+1>The Economic Times+1