



## Case Study:



**Industry:**  
Consumer electronics retail

**Headquarters:**  
Mumbai, India

Cromā is an Indian consumer electronics and durables retail chain. The Cromā brand is operated by Infiniti Retail, a Tata Group company, of which there are presently **101 stores and 7 distribution centres in 25 cities across India.**



# 60%

Increase in stores inventory turns



# 50%

Increase in warehouse inventory turns

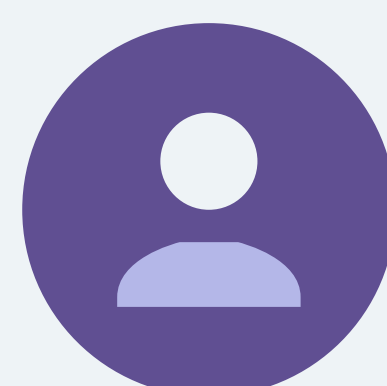


# 20%

Assortment reduced without affecting sales



*“Initially, we had looked at Onebeat as a software to help us manage inventory in our stores. We had not understood its strategic importance and the effect it would have in turning around our business. We started to see benefits within three months of the commencement of implementation. The implementation has **provided a greater control over our buying team, which in turn, is improving the effectiveness of purchasing**”*



Nidhi Manpuria  
Manager of Business Process Improvement and Merchandising

Onebeat helped Cromā to improve the effectiveness of their purchases and reduce stock outs.





## — Key Challenges

Cromā began working with Onebeat when it was already leading the Indian consumer electronics retail market, with 60 stores and annual sales of 20 billion INR. Despite its leading position, Cromā were experiencing a constant negative cash flow; occurring due to inventory management issues and a lack of ability to capitalise on sales opportunities. Despite a constant growth in sales, inventory was growing at a faster rate month after month. The first aim of the implementation was to increase the inventory turns and to achieve positive cash flow.

The main problems Cromā faced were:

- Overstocking of slow moving products
- Lack of availability of best-selling products
- Non-effective range and ageing products
- Low level of supplier reliability, with regards both on-time delivery and promised quantities.

## ✓ The Solution

The implementation of Onebeat was rolled out in two phases to best address the multiple problems from which the operation was suffering:

### Phase 1 – ‘Depth’ management across all stores

Onebeat was implemented to manage store inventory. MTA buffers were introduced and dynamically managed for all products in store. The buffers triggered a pull distribution based operation to avoid unnecessary inventory being pushed to the stores. This phase was operational three months after implementation and was completed within less than six months.

### Phase 2 – Purchasing and ‘Width’ management

After stabilisation and the reduction of inventory within stores, pull distribution was introduced within the distribution centres. Due to various supplier reliability problems, Onebeat’s purchasing module was adapted to meet the specific requirements of Cromā’s purchasing environment based on a hybrid MTA-Coverage solution. In parallel, a range management solution was implemented.

### The solution included:

- Range management to ensure the most effective assortment for each individual store, based on the customers’ preferences
- End of life management process to mark and handle slow moving products in order to better control and prevent the creation of aged stock

## Results

The implemented solution dramatically improved the main purchasing and distribution KPIs.

Store annual inventory turns:  
**60% increase** from 8.8 to 14  
over three years

Assortment reduced by **20%**,  
**improving** effectiveness

Distribution centers annual  
inventory turns **50% Increase**  
from 5.2 to 7.8

Reduced stock outs  
from **19% to 10%**

Non-moving inventory  
**60% reduction** from 550 ->  
220 million INR

Cash flow is now positive with  
a **turnover of 1.08** billion INR  
over the past two years



In addition to the financial and operational improvements, Onebeat has greatly helped Cromā to establish a more stable and controlled process. The supply chain is much more adaptable to the introduction of new processes and initiatives, which can all easily be modelled and monitored via one holistic system.

**Ready to boost your retail business?**

Discover what our innovative platform can do for your business with end-to-end planning and execution.

**onebeat**

[onebeat.com](https://onebeat.com)