

not linear, continuous.

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Edition 01

CONTINUUM

Legacy. Leadership. Continuity.

Legacy, Leadership &
the Future of Textiles.

Connecting the
Minds Shaping
Tomorrow's Textiles.

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Between Inheritance and Innovation

Continuity is a choice.

SHARAD TANDON

*Strong businesses
are built twice.
First by founders
& then by those
who choose to
carry them
forward.*



If you belong to a textile family business, let me start by saying something important:

You are fortunate.

You are entering a business that someone before you spent decades building. Relationships have been established. Customers trust the company. Systems exist.

A reputation has already been created.

But let me also tell you something equally important.

Your challenge is very different from the challenge your father or grandfather faced.

The previous generation had to build. Your generation has to transform & transformation is often harder than creation.

Many second and third-generation entrepreneurs come to me with exciting ideas.

They want to enter exports.

They want to build brands.

They want to launch technical textile divisions, want to digitize operations, want to explore sustainability, automation, AI, and new markets.

The ambition is impressive.

But ambition alone is not enough.

The real question is:

Can you create change while preserving the strengths that built the business in the first place?

This is where many family businesses struggle.

The younger generation sees opportunities.

The senior generation sees risks.

The younger generation asks, "Why are we doing things this way?"

The senior generation asks, "Why change something that already works?"

Both are asking valid questions.

Over the years, while mentoring textile family businesses across Bharat, I have realized that the biggest challenge is rarely technology, machinery, finance, or market access.

The biggest challenge is alignment.

Alignment between generations.

Alignment between vision, execution, ambition and capability.

Many young entrepreneurs are eager to take responsibility. But responsibility is not simply about sitting in a leadership position.

It is about understanding customers deeply.

It is about making difficult decisions, It is about building teams, about creating systems, carrying forward a legacy while preparing the business for a future that may look very different from the present.

The textile industry itself is changing rapidly.

Customers are changing.

Supply chains are changing.

Technology is changing.

Global competition is changing.

Business models are changing.

The question is not whether your business should change, the question is whether you will lead that change or wait for the market to force it upon you.

At Standon Consulting, this is where we spend most of our time. We work closely with textile family businesses because we understand a reality that many consultants overlook.

Family businesses are not just organizations.

They are ecosystems.

Business decisions affect family relationships.

Family dynamics affect business performance.

Growth plans affect succession planning & succession planning affects the future of the business itself.



Our role is not simply to advise & to help business families think clearly about the future they want to create. We help entrepreneurs identify growth opportunities, explore new business verticals, strengthen leadership capabilities, build execution frameworks, and most importantly, develop the confidence required to lead meaningful change.

One thing I often tell next-generation leaders is this:
Do not rush to prove yourself. First, understand the business.
Spend time on the shop floor. Talk to customers. Understand production challenges. Learn why certain decisions were made.
Respect the journey that brought the business to where it is today.
Innovation becomes much more powerful when it is built on understanding rather than assumptions.
At the same time, do not underestimate your own role.
Your family may have built the foundation.
But the future will be built by you.
The next decade will reward businesses that can combine experience with innovation, tradition with adaptability, and legacy with vision.
The textile industry does not need the next generation to simply maintain what already exists.

It needs leaders who can create the next chapter.
If you are part of a textile family business today, remember this:
You are not merely inheriting a company.
You are inheriting responsibility.
Responsibility to employees, to the customers, to the family that built the business & responsibility to ensure that the business remains relevant for generations to come.

The businesses that will thrive in the future will not be the ones with the biggest factories or the newest machines.
They will be the ones led by individuals who can respect the past, understand the present, and build confidently for the future.
That is the real challenge before your generation, that is also the greatest opportunity.

Sharad Tandon
CEO, Standon Consulting



FOR THOSE BUILDING WHAT COMES NEXT.

THE THREAD CONTINUES

Bharat's textile industry stands as one of the country's most enduring legacies, shaped by generations of entrepreneurs, manufacturers, and visionaries who have built businesses through resilience, innovation, and an unwavering commitment to excellence.

Today, the industry is navigating a period of transformation. Established enterprises are evolving, a new generation of leaders is bringing fresh perspectives, and sustainable innovation is redefining the way value is created across the textile ecosystem.

In this inaugural issue of CONTINUUM, we present a collection of stories that reflect this evolution. From legacy businesses and emerging leaders to purpose-driven brands and industry changemakers, these narratives offer insight into the people, ideas, and decisions shaping the future of textile industry of Bharat.

As the industry continues to adapt to changing markets, technologies, and expectations,

"One thread remains constant: the pursuit of progress built upon strong foundations."



Weaving vibes

Meaningful
innovation often
comes from
understanding
the foundations
of the industry.

Plant-based
fibers offer an
opportunity to
rethink how
textiles interact
with the
environment.

*Sustainability must
move from storytelling
to verifiable action.*

Founder, Weaving Vibes

SHRIPAT
JAGIRDAR

- **Coming from a third-generation textile background, what early experiences influenced your understanding of the textile industry and its responsibilities toward society and the environment?**

Growing up in a third-generation textile family meant that fabrics were always part of everyday conversations at home. From an early age, I saw how textiles move through many hands, from farmers and spinners to weavers and manufacturers. That exposure made me realize that the industry is not just about producing fabric; it is about supporting livelihoods and ecosystems. At the same time, witnessing traditional manufacturing processes also made me aware of the environmental pressures associated with large-scale textile production. These early observations shaped my belief that the industry carries a responsibility not only to create value economically, but also to respect the communities and natural resources that make the industry possible.

- **After working in traditional manufacturing, what motivated you to pivot toward building a company centered on sustainable and plant-based fabrics?**

Working within conventional textile manufacturing gave me a clear understanding of both its strengths and its limitations. While the industry has achieved remarkable scale and efficiency, it has also become heavily dependent on resource-intensive materials and processes. Over time, I felt a strong need to explore alternatives that could align the industry with long-term environmental and social sustainability. That motivation led me to focus on plant-based fibers such as hemp and bamboo. Through Weaving Vibes, the goal has been to bridge traditional textile expertise with forward-looking material innovation.

- **Entrepreneurship often involves taking unconventional paths. What gave you the conviction to pursue sustainability when it was still a niche conversation in**

Bharat?

Entrepreneurship often requires acting before an idea becomes widely accepted. When I began exploring sustainable textiles, it was still a relatively small conversation in Bharat. However, globally there was already a growing awareness about climate impact, resource scarcity, and responsible production. What gave me conviction was the understanding that sustainability is not a passing trend, it is an inevitable evolution of the industry. My belief was that if Bharat's textile sector wanted to remain globally competitive in the long term, it would need to embrace more responsible materials and processes.

- **Sustainability has become a widely used term in fashion and textiles. Do you think sustainability has become harder to trust because of greenwashing? How can the industry rebuild credibility?**

Greenwashing has certainly made the term "sustainability" more difficult for consumers to trust. When sustainability becomes a marketing label rather than a measurable commitment, credibility suffers. The way forward is greater transparency and accountability. Brands must be open about their supply chains, material sourcing, and manufacturing processes. Certifications, traceability systems, and honest communication will play an important role in rebuilding trust. Ultimately, sustainability must move from storytelling to verifiable action.

- **What uncomfortable truth about the textile industry do we often avoid acknowledging or discussing openly?**

One uncomfortable truth is that the true environmental cost of fast fashion is still not fully reflected in product pricing. Many garments appear affordable to consumers, but the hidden costs, water usage, chemical processing, waste generation, and labor conditions are often externalized. Acknowledging this reality is essential. The industry needs to move toward models that prioritize durability, responsible sourcing, and

circularity rather than purely volume-driven production.

- **Many brands speak about sustainability, yet the supply chain remains complex. What structural changes must the industry adopt to move beyond surface-level initiatives?**

Sustainability cannot be achieved by a single brand acting in isolation; it requires transformation across the entire supply chain. Key structural changes include stronger collaboration between farmers, fiber processors, manufacturers, and brands. Investments in sustainable raw materials, cleaner processing technologies, and traceable supply chains are critical. In addition, long-term purchasing commitments from brands can help suppliers adopt more sustainable practices without bearing disproportionate financial risk.

- **Through Weaving Vibes, you are focusing on plant-based fibers such as hemp and bamboo. What makes these materials particularly important for the future of textiles?**

Plant-based fibers like hemp and bamboo offer an opportunity to rethink how textiles interact with the environment. Hemp, for example, is a resilient crop that requires relatively less water and fewer pesticides compared to many conventional fibers.

Beyond environmental considerations, these fibers also offer interesting functional properties such as breathability, durability, and natural comfort. As consumers become more aware of material origins, fibers like hemp and bamboo are likely to play an increasingly important role in building a more responsible textile ecosystem.

- **Hemp is gaining attention globally as a sustainable fiber. What potential do you see for hemp fabrics within Bharat's textile ecosystem?**

Bharat has a long historical relationship with natural fibers, and hemp has the potential to

fit naturally within this legacy. With the right regulatory support, research, and infrastructure, hemp could become a valuable addition to the country's fiber portfolio.

Beyond fashion, hemp textiles have applications across home furnishings, technical textiles, and lifestyle products. If developed thoughtfully, hemp could support rural economies while positioning Bharat as a global hub for sustainable textile innovation.

Sustainability cannot be treated as a marketing layer added at the end of the production cycle.

Future leaders must design sustainability into every stage, from fiber cultivation and material sourcing to manufacturing and product lifecycle. When sustainability becomes embedded in decision-making rather than treated as a separate initiative, real transformation becomes possible.



WEAVING

GOOD VIBES, WITH PURPOSE AND PASSION

- **How do you balance innovation with market acceptance when introducing alternative fibers that consumers are still discovering?**

Innovation must always be accompanied by education and accessibility. When introducing alternative fibers, it is important to demonstrate not only their environmental value but also their comfort, performance, and aesthetic appeal.

Design, storytelling, and collaboration with designers and brands help bridge the gap between innovation and consumer familiarity. Over time, as consumers experience these fabrics firsthand, acceptance naturally grows.

- **Many young entrepreneurs want to build businesses with both impact and profitability. What advice would you offer those entering the textile and fashion industry?**

My advice would be to begin with a deep understanding of materials and supply chains. The textile industry is complex, and meaningful innovation often comes from understanding its foundations.

Young entrepreneurs should also focus on solving real problems rather than chasing trends. If a business is able to create genuine value whether through better materials, smarter processes, or responsible production both impact and profitability can grow together.

- **What role should textile entrepreneurs of Bharat play in shaping a more responsible global fashion system?**

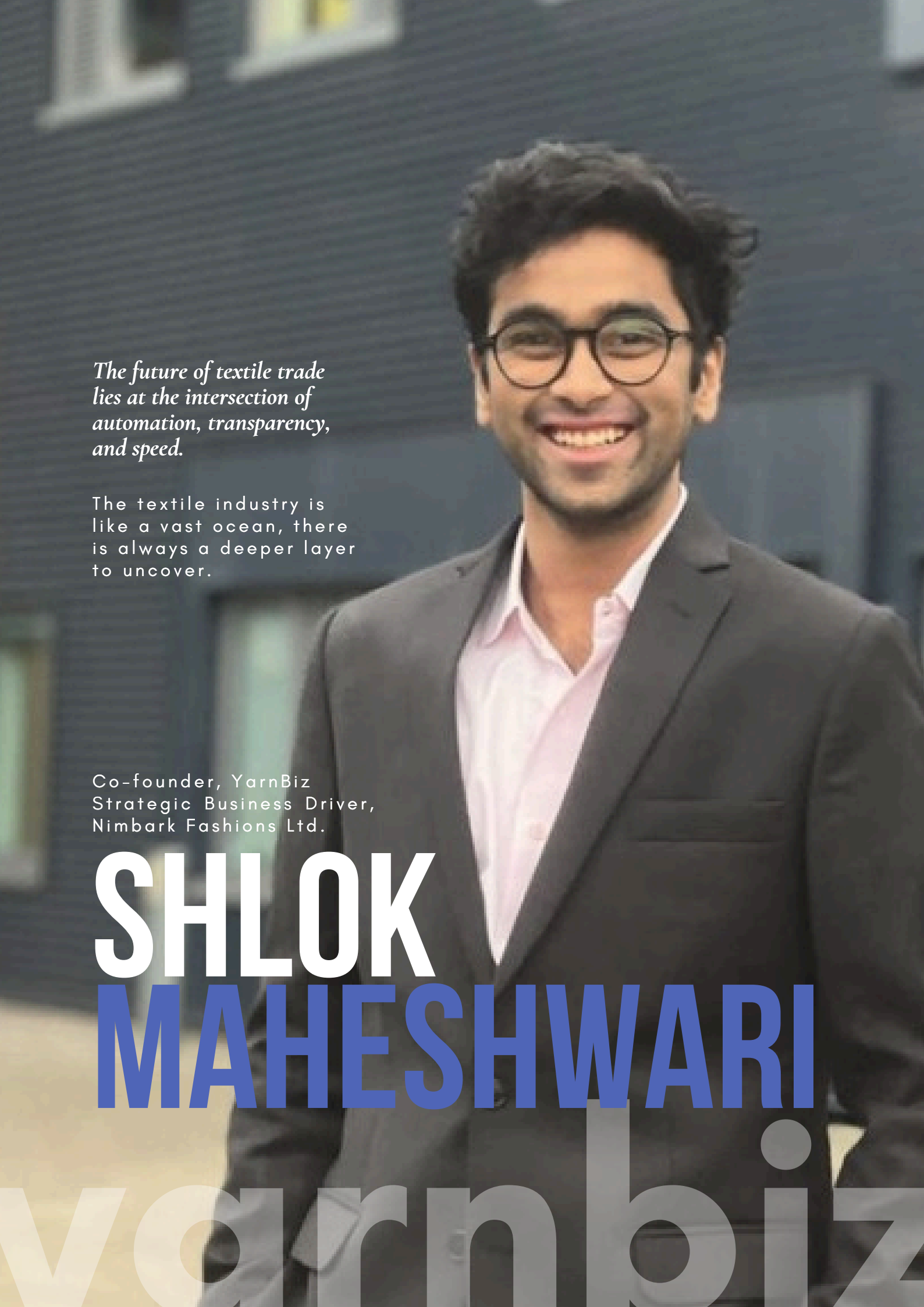
Bharat's textile heritage places its entrepreneurs in a unique position. The country has deep craftsmanship traditions alongside modern manufacturing capabilities.

Entrepreneurs can act as bridges combining heritage knowledge with modern sustainability practices. By investing in responsible materials, transparent supply chains, and thoughtful design, textile leaders of Bharat can contribute meaningfully to shaping a more balanced global fashion ecosystem.



Founder Mr. Shripat Jagirdar with his father, Mr. Shridhar Jagirdar, CEO of Weaving Vibes, representing two generations united by a shared commitment to innovation and sustainability.



A portrait of Shlok Maheshwari, a man with dark, wavy hair and glasses, smiling. He is wearing a dark suit jacket over a light pink shirt. The background is a blurred outdoor setting with a building.

*The future of textile trade
lies at the intersection of
automation, transparency,
and speed.*

The textile industry is
like a vast ocean, there
is always a deeper layer
to uncover.

Co-founder, YarnBiz
Strategic Business Driver,
Nimbark Fashions Ltd.

SHLOK
MAHESHWARI

yarnbiz

- **As a next-generation leader at the Nimbark Group, what inspired you to enter the family business?**

I was lucky to be born into a family of entrepreneurs. Growing up I saw my father and my uncles build this business together. Weekdays for work and weekends for reflections, that's the life I have envisioned for myself since I was a kid. I'd also tell everyone that I want to be like my father when I grow-up. So, this environment was the fuel to my passion of building solutions.

- **You've described your early phase at the business as a "steep learning curve." What were the biggest realities that surprised you about the textile trade?**

With educational background in finance, and a start-up in cybersecurity, transitioning into textile industry seemed like an uncharted path even though this was the environment I grew-up in. The initial few months spend at the factory, understanding how yarn is manufactured, the detail of weaving in fabrics and knitting, processing made me realize the complexity around a simple piece of apparel.

- **What leadership lessons have you learned working alongside senior family members who built the business from the ground up?**

Nimbark Group has always been driven by the shared vision of our senior family members. The moment everyone steps into the office, they become limitless and make the impossible possible to make the vision a reality. This energy, this fire has been the greatest lesson of my life. There are no limit when you are working towards a strong vision.

- **What core industry problem led to the creation of YarnBiz?**

The textile industry of Bharat has been dominated by traders who are essentially the market makers. They solve a crucial problem of credit but often have mark ups on the mill's rates. They definitely make the most margin,

leaving both the yarn and fabric manufacturers to desire more. With YarnBiz, we are providing platform to directly link the yarn and fabric manufacturers, without any markup or hidden charges.

This enables spinners to get better rates in the market while helping the weaver to procure yarn at an affordable price.

- **We saw your statement "time kills deals" in B2B textile buying. Can you explain what inefficiencies you observed firsthand?**

In my experience, speed and convenience are crucial to any customers. When customers are searching for a yarn sourcing partner, they seek someone reliable, capable of providing competitive rates, and consistent product quality.

Customers don't want to wait for days, calling multiple sources and analysing options. Instead, they choose the provider offering the best rate within their desired delivery timeline.

- **How is YarnBiz fundamentally different from traditional yarn trading platforms, and what mindset shift has been hardest for industry stakeholders to make?**

YarnBiz is a marketplace for yarn buyers and sellers across Bharat. We also extend our services to spinners, in capacity of channel partners, providing a platform to penetrate a wider network of buyers across multiple markets, while being assured of getting the best possible rates in the industry. We believe in efficient dealing on transparent terms. It is fundamental to our platform and our UI.

While the platform is fully integrated with real time rates, test reports, logistics support, payment gateways, some buyers still prefer to speak with someone before placing an order. Hence, we have transformed into a hybrid model where we have a team of relationship managers who are in touch with all our suppliers and buyers and assist them in their dealings.

- **YarnBiz combines automation with Relationship Managers. Why is the human layer still critical in a digital marketplace?**

When transaction values exceed seven figures, the 'human touch' is essential. The introduction of Relationship Managers has bridged the trust gap, resulting in measurable gains in customer retention.

- **Which feature within the YarnBiz ecosystem do you believe will have the most transformative impact on the industry over the next five years?**

We are currently working on an NBFC partnership to launch 7-day credit for our customers. Moving away from a strictly advance-payment basis is a massive opportunity; helping us tap into a greater customer base. I personally feel this will supercharge our growth and allow us to scale the business over the next five years.

- **What structural weaknesses in Bharat's textile supply chain need urgent attention?**

I believe manufacturers must now decide and choose either mass scale or niche expertise to stay viable. Those who will stay in the middle will find the next decade challenging, especially considering labour shortages, longer credit terms and erratic business trends affecting profitability.

- **Do you see YarnBiz evolving into a global platform beyond Bharat?**

Absolutely. Bharat's yarn exports have increased steadily over the past three years and shows no signs of slowing down. The export market is currently quite opaque, and YarnBiz has a major opportunity to simplify direct exports for spinners. We are currently working through the operational complexities of international logistics and compliance to prepare the platform for its global debut.

- **Which emerging technologies AI, automation, or fintech, do you believe**

will most reshape textile commerce, and which are you prioritizing to actively integrate into your business?

Automation is the cornerstone of the next decade. Observation of global shifts shows that industries of Bharat have to get on the bandwagon of automation to remain competitive and overcome domestic inefficiencies.



- **At this stage of your journey, how central is continuous learning to your growth, and how much do you still feel the industry has to teach you?**

The day you stop learning in this industry is the day you stop leading. To me, the textile industry is like a vast ocean no matter how much you know, there is always a deeper layer to uncover. We are in the midst of a 'canon event', a major industry-wide shift that is challenging everything we know about manufacturing and commerce. To navigate this transformation is to stay humble, stay curious, and approach every challenge with the mindset of a student.



- **What would you like the next generation to see differently about the textile industry compared to how it is perceived today?**

Many see textiles as out of fashion or low-profit, but my experience has proven otherwise. I want the next generation to see this industry for what it really is a powerhouse ready for a digital revolution. It's a massive, untapped playground for anyone who wants to lead a global transformation.

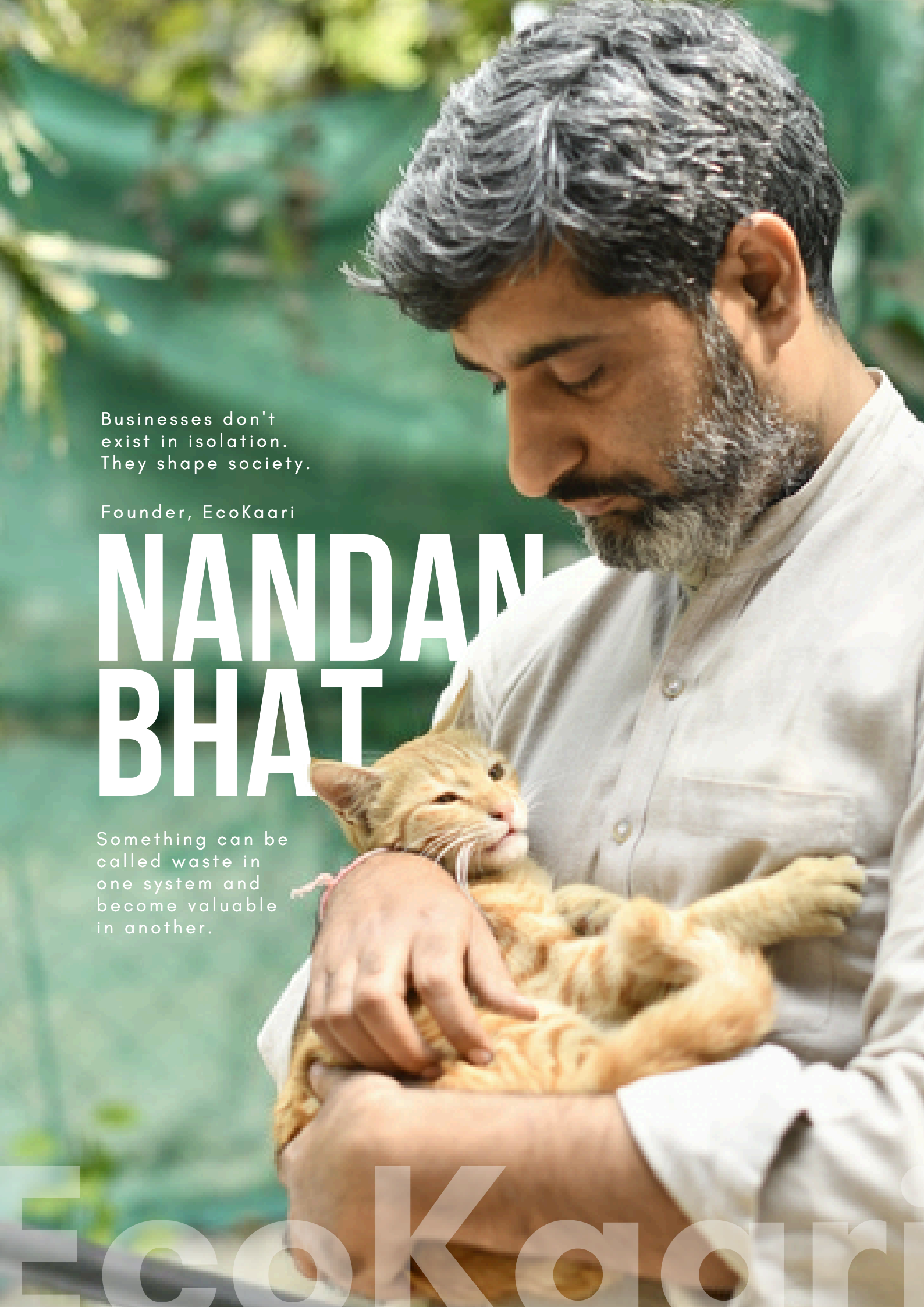
WHEN KNOWLEDGE IS
SHARED ACROSS
GENERATIONS,

AN INDUSTRY GROWS
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ONE

C O N T I N U U M





Businesses don't
exist in isolation.
They shape society.

Founder, EcoKaari

NANDAN BHAT

Something can be
called waste in
one system and
become valuable
in another.

EcoKaari

- **You were born in the Kashmir Valley and experienced displacement early in life. How did those formative years shape your understanding of resilience, belonging, and responsibility as an entrepreneur?**

Growing up in Kashmir and then being displaced changes how you see stability. You realise very early that things you think are permanent can disappear overnight. It makes you value people, work, nature and purpose differently. I think it gave me a quiet sense of responsibility to build something meaningful, not just something successful.

- **After more than a decade in corporate leadership roles, what internal shift led you to move away from conventional career success toward building a purpose-driven enterprise?**

There wasn't one big moment. It was more of a slow, uncomfortable feeling. I was doing well by conventional standards, but something felt missing. I kept asking myself what I was really building and for whom. Over time, that question became louder than everything else, and I knew I had to change direction.

- **EcoKaari works with materials considered commercially worthless. In your view, who defines value in society; markets, consumers, or human intention?**

Markets assign price, but people give meaning. Something can be called waste in one system and become valuable in another. For me, value comes from intention and the impact something creates, not just from what someone is willing to pay.

- **You chose to personally learn handloom weaving before launching EcoKaari. Why was understanding the craft at a human and technical level essential to your vision?**

I didn't want to build something I didn't understand. If you are working with artisans, you need to respect the craft, and that comes

only when you learn it yourself. It also helps you make better decisions. You see the effort behind every product.

- **Was there a moment during your journey with EcoKaari when you questioned whether the path you chose was the right one? What helped you continue?**

Many times. Especially in the early days when things were uncertain. What kept me going was seeing even small changes in people's lives. That makes the struggle feel worth it.

- **EcoKaari creates livelihoods for underprivileged women and youth. Beyond financial independence, what personal transformations have you witnessed within these communities?**

The biggest change is confidence. When someone starts earning, their voice and posture change. They begin to see themselves differently. It's not just income, it's dignity. Seeing our artisans speak confidently in front of an audience and a camera makes us feel proud.

What markets call waste, EcoKaari reimagines as opportunity, for both people and the planet.

- **Working with artisan communities requires a different leadership approach than corporate management. What has this transition taught you about empathy and leadership?**

In corporate roles, you manage systems. Here, you work with people's realities. It has taught me to listen more, be patient, and understand that growth looks different for everyone.

- **For circular economy models to scale meaningfully, what needs to evolve faster; policy, consumer awareness, or business innovation?**

All three matter, but consumer awareness probably needs to move faster. If people start choosing differently, everything else will follow.



- **What has been the most unexpected business lesson EcoKaari has taught you so far?**

That impact and business don't always move at the same speed. You have to constantly balance both.

- **What is an uncomfortable truth about sustainability or social entrepreneurship that you would like to talk about?**

Sustainability is often talked about as a story, not a practice. Often, it's used more for perception than for actual change. That gap needs to be addressed honestly.

- **Do you believe Bharat has the potential to lead the world in craft-led sustainable innovation? What strengths already exist that deserve greater recognition?**

Yes, absolutely. We already have strong craft traditions, skilled artisans, and a deep understanding of materials. What we need is better systems, visibility and support from various stakeholders.

Circular economy is not just about waste reduction; it is about human transformation.



The hands behind EcoKaari's creations.

- **Do you have a favourite quote or personal mantra that reflects how you approach life and work?**

I don't follow a fixed quote, but I believe in doing work that has meaning beyond yourself.

We are positioning
Laxmipati not just as
a textile company,
but as a future-
ready manufacturing
platform.

We are institutionalizing
legacy into scalable
systems and processes.

*Challenges are
inevitable, but clarity
of vision helps navigate
them effectively.*

Executive Director, Laxmipati Group

**HARDDIK
SARAWAGI**

laxmipati

- **Laxmipati has grown from a traditional saree business into a large and diversified textile group. Could you share the story behind the brand and the values that have shaped its journey over the decades?**

Laxmipati's journey is a story of continuous evolution backed by conviction. What began as a traditional saree business has transformed into a diversified textile and manufacturing group with a forward-looking vision. Our foundation has always been built on trust, consistency, and execution excellence, but today we are going beyond traditional textiles and building capabilities in high-performance and technical textiles.

We are positioning Laxmipati not just as a textile company, but as a future-ready manufacturing platform aligned with emerging industrial and performance-driven applications.

- **As a third-generation entrepreneur, what motivated you to step into the family business, and what were your first observations when you began working within the organization?**

Being a third-generation entrepreneur, stepping into the business was both a responsibility and an opportunity. My initial observation was that while we had strong fundamentals, there was immense potential to structure processes, bring agility, and adopt a more forward-looking approach to growth.

- **Was there a defining moment when you realized the business needed transformation or modernization to remain competitive in today's market?**

The turning point was recognizing that the textile industry globally is shifting from fashion-driven to function-driven demand.

This led us to invest in technical textiles, where performance, durability, and application-specific engineering matter more than conventional product cycles. That shift has become a core part of our long-term strategy.

- **One of the biggest challenges for next-generation leaders is balancing tradition with transformation. How have you approached this balance at Laxmipati?**

For me, it's not about choosing between tradition and transformation, it's about integrating both. We have preserved our core strengths while introducing technology, process-driven systems, and new business verticals. The key is to evolve without losing identity.

- **In recent years, Laxmipati has expanded beyond traditional sarees into apparel and new textile segments. What inspired this diversification?**

Our diversification into apparel and technical textiles is a strategic move toward higher-value and high-growth segments. Technical textiles, in particular, offer opportunities in defence, industrial safety, outdoor applications, and performance wear, which are less cyclical and more innovation-driven.

This shift allows us to move from being a product-centric company to a solution-oriented manufacturer.

- **Technology and digital transformation are reshaping industries globally. How do you see digitalization influencing the future of textile businesses?**

Digitalization is no longer optional, it is fundamental. From supply chain optimization to customer engagement and data-driven decision-making, technology is redefining efficiency and scalability in the textile industry.

- **As a young leader managing multiple business verticals, what leadership principles guide your approach to decision-making and team building?**

Leadership, in my view, is about setting direction and enabling scale. I believe in building teams that are performance-driven, accountable, and aligned with a larger vision. Speed and clarity are critical in today's business environment.

Bharat has the opportunity to move beyond being a volume player to becoming a value-driven global manufacturing leader.

- **Working alongside senior family members can be a unique learning experience. What are the most valuable lessons you have learned from the previous generation?**

The previous generation built this business on credibility and relationships, and that remains our strongest competitive advantage. What we are doing now is institutionalizing that legacy into scalable systems and processes.



- **As a director of a large textile enterprise, what role do you believe entrepreneurs like yourself play in contributing to the economic growth and industrial progress of the country?**

Manufacturing is central to Bharat's economic future. As entrepreneurs, we have a responsibility to build businesses that are globally competitive, employment-generating, and export-driven. Our vision is aligned with contributing to Bharat's position as a global textile powerhouse.

- **What role can textile entrepreneurs play in positioning Bharat as a global manufacturing leader?**

Bharat has a unique opportunity to lead globally in textiles. With the right focus on scale, innovation, and quality, we can move beyond being a volume player to becoming a value-driven global manufacturing leader.

- **Do you have a favourite quote or guiding thought that has influenced your journey as an entrepreneur?**

A thought that has always guided me is: Be a part of demand, rather than a part of supply.

Kunal Patil Group

Director, Kunal Patil Group

KUNAL PATIL

*Good systems outperform
expensive machinery.*

Manufacturing
excellence creates value
only when it aligns with
market demand.

- **As a second-generation entrepreneur, you inherited not just a business but a way of thinking. What did you choose to retain, and what did you consciously decide to change?**

As a second-generation entrepreneur, I chose to retain the values that built our business, our commitment to quality, consistency, and long-term relationships. At the same time, I consciously shifted our focus towards manufacturing premium finer-count fabrics and developing fabrics using sustainable blends such as hemp, linen, bamboo, and modal. Rather than competing only on production volume, we decided to build expertise in value-added fabrics.

- **The textile industry has long rewarded scale. What made you consciously choose value over volume, especially within a cluster like Ichalkaranji?**

In a manufacturing cluster like Ichalkaranji, most businesses compete on volume, which eventually leads to intense price competition. I felt there was an opportunity to differentiate ourselves instead of becoming another volume-driven manufacturer. Fine-count fabrics and specialty fibers like hemp and linen require greater technical expertise and consistent quality, and naturally face less competition. Focusing on value rather than volume has allowed us to build stronger customer relationships and position ourselves in a more sustainable segment of the market.

- **Ichalkaranji is known for production efficiency. Do you think the industry today is over-investing in machines and under-investing in decision-making?**

To some extent, yes. The industry is investing heavily in modern machinery, which is important, but investment should also go towards product development and value addition. Today, many manufacturers continue producing grey fabrics, while the future lies in offering finished fabrics, yarn-dyed fabrics, and other value-added products. Better decisions about products and markets can

create much greater long-term value than machines alone.

- **You often highlight the gap between manufacturing and market intelligence. Where does this disconnect become most expensive for textile businesses?**

One of the biggest gaps, especially in manufacturing clusters like Ichalkaranji, is the lack of investment in market intelligence and customer understanding. Many businesses are excellent manufacturers but spend very little time researching emerging trends, consumer preferences, or global market requirements. Travelling, meeting customers, and continuously studying the market are essential because producing a good fabric is only valuable if it matches what the market actually needs.

- **KPG focuses on fine counts and dobby weaves segments that demand precision. In a price-sensitive ecosystem, what makes this strategy commercially viable?**

There are comparatively fewer manufacturers who specialise in premium fine-count fabrics and heavy dobby weaves. These products demand greater precision, technical knowledge, and strict quality control. Our strength lies in maintaining consistent quality across every fabric we produce. Customers are willing to pay for reliability, and that consistency makes our strategy commercially sustainable even in a price-sensitive market.

- **KPG works extensively with fibers like hemp, bamboo, modal, and linen. What excites you most about these materials, and how do they shape your view of the future of textiles?**

The future of textiles is undoubtedly moving towards sustainability. Customers across global markets are increasingly looking for environmentally responsible fabrics without compromising on quality or comfort. Fibers like hemp, bamboo, modal, and linen offer exactly that balance. Working with these materials not only excites us from a product development

perspective but also prepares us for where the textile industry is heading in the coming years.

- **Sustainability is becoming central to textile conversations. Do you see this as a real operational shift or largely a response to market narratives?**

I see sustainability as a genuine operational shift rather than just a market narrative. The textile industry is one of the largest contributors to environmental pollution, and manufacturers have a responsibility to reduce that impact. Sustainability should become part of the way we design products, select raw materials, and manufacture fabrics. It is no longer just about meeting customer expectations, it is about building a more responsible industry.

- **As a business leader, what do you see as your responsibility towards your country and the textile industry, especially at a time when Bharat is positioning itself as a global manufacturing hub?**

As business leaders, we have a responsibility to represent Bharat through products that reflect quality, innovation, and consistency. My focus has always been on developing sustainable fabrics that are environmentally responsible while meeting international quality standards. As Bharat strengthens its position as a global manufacturing hub, our responsibility is to build trust in textiles of Bharat by consistently delivering world-class products to global markets.

- **If you had to challenge one widely accepted belief in the textile industry, something most people take for granted, what would it be, and why?**

I would challenge the belief that quality consistency and timely delivery are difficult to achieve. In reality, these challenges usually arise because businesses lack proper systems and processes. With the right planning, quality controls, and operational discipline, both consistency and timely delivery can become



strengths rather than recurring problems. Strong systems are just as important as strong machinery.

- **What advice would you give to the next generation entering family-run textile businesses?**

My advice would be: rather than manufacturing, focus on selling.



BUSINESSES GROW
THROUGH
COMPETITION.

INDUSTRIES GROW
THROUGH

COLLABORATION

C O N T I N U U M



Co-Founder & Designer, Jiwyd

AISHWA

LAHARI

jiwyd

Markets
don't create
sustainability,
intent does.

The next generation can
either make or break
Bharat's heritage.

- **Bharat has a centuries-old textile legacy, yet global conversations around innovation often come from the West. Do you believe Bharat is underestimating its own textile intelligence and heritage today?**

This is a very layered question that finds its root in our inherent biases in Bharat, our lack of reverence for art of Bharat and our reverence diverted to only certain fields of innovation. Our recognition of Bharat's art and innovations in textiles only surfaces when we see Global North amplifying it in a culturally appropriated manner. We are still in the colonial hangover of looking up to the Global North and not realizing our own wealth of knowledge.

- **You work closely with traditional crafts and natural materials. In your view, what is the biggest disconnect between modern fashion consumers and the actual process of making textiles?**

Modern fashion consumers (most of them) do not care how a product is made and who makes it. The blame for this is shared by both consumers and marketers, on what they look for and what they tell respectively. That's the biggest disconnect.

- **Why do you think so many textile businesses talk about sustainability confidently, yet struggle to change even the fundamentals of production?**

The intent. Change comes with the intent to change, most businesses use sustainability as a marketing gimmick and greenwashing their claims. At the same time, smaller brands trying to change are always held at a very high standard, making it impossible for them to make mistakes. Bigger businesses also hold scale as a reason to not roll out better practices. Something as simple as picking a better chemistry in the same process, altering fundamental parameters like temperature, water intake etc. shouldn't be that big a deal. In fact, most large businesses can create a

huge impact if only they replace harmful chemicals; A. with harmless chemical B. while keeping everything else the same. What lacks here is completely the intent.

- **Luxury fashion has historically been associated with exclusivity and excess. How do you redefine the meaning of luxury through JIWYA?**

Luxury fashion started in the late 1800s, early 1900s with a focus on skill and crafts.

Then the brand names started taking center place, eventually putting the crafts behind.

At Jiwyā, we are not luxury because we want to sell an expensive product, we are luxury because we charge the real cost of making our products: fair wage, planet first materials and people first practices, respectful ecosystem for the art, artisan, skilled workers and the entirety of the ecosystem.



- **There is increasing pressure on founders to scale fast and grow aggressively. Do you think the current startup ecosystem sometimes conflicts with the principles of conscious and regenerative businesses?**

It absolutely does. The very idea of unlimited growth is impossible for both startups and large corporations.

We are living in a polluted, highly carbon emitting world because we expect a business to keep making endless products and linear growth. In reality, for us as a society and economy to be sustainable, we have to move towards circular degrowth systems that in turn will generate holistic jobs.

- **Artisans of Bharat are often appreciated globally, yet many still face economic and structural challenges locally. What kind of ecosystem changes are necessary to truly empower craft communities?**

The reality is not as sad as it is portrayed. Artisans do have a healthy amount of work coming their way. The problem is fair payment in due time. Structurally, two simple changes can improve their work: Paying them on time and Marking a minimum pay for the type of work. One has to also understand the difference between an artisan and a skilled worker. Kalakars and Karigars. One aspect I'd like to highlight is that the world often views artisans through a very narrow lens of either being part of an underprivileged, ageing community, or as workers in small, over-crowded workshops.

But, there's an important distinction to be made. A skilled worker is someone who has mastered a particular skill within a defined field. An artisan, on the other hand, carries forward a generational art. This is something they have absorbed, practiced, and refined over years of legacy-learning and deep, almost instinctive memory. Valuing the two in their own depths is very important.

- **As someone deeply involved in materials and sourcing, do you believe the textile industry's long-term dependence on synthetic fibers is sustainable, economically, environmentally, or culturally?**

NO. We need to stop using them asap. All of these come from fossil fuels that are primarily responsible for the majority of carbon emissions and in turn global warming on this planet. It's like we know a tap is releasing fire and burning our home but we refuse to turn it off. They may be economically cheaper because of how much the government subsidises them over natural material but end up polluting our drinking water with microplastics.

Culturally as well, usage of synthetic fibres is



*Aishwarya Lahariya and Adhiraj Shinde,
Co-Founders of Jiwy*

deconstructing generation arts and their feel, significance and processes.

- **Today, sustainability is becoming part of branding language across industries. How can consumers and industry professionals differentiate between intention-driven brands and trend-driven positioning?**

It's actually very simple. Read what the brand is saying. If they can explain their efforts in the most simple language with numbers, there's the intent. More jargon, complicated language equals dubious efforts.

Other than this, one can use independent rating platforms like Good on You, United Nations Fashion and Lifestyle Network, etc.

- **What role do you think the next generation of textile entrepreneurs will play in reshaping India's manufacturing and fashion identity globally?**

The next generation can completely make or break Bharat's heritage of natural materials and holistic practices on whether they adapt them, value them or use them for marketing gimmicks.

- **When you look at the textile and fashion industry of Bharat today, what gives you the most hope and what concerns you the most about the next 10 years?**

I think when I see a small brand trying to do

REDEFINING FASHION, RESPONSIBLY

JIWYA

better despite the uphill challenges, manufacturers pushing better materials, marketers choosing vetting when promoting a brand these things give hope. The most frightening part is how easily a lot of these are being replaced by polyester as the primary fibre.

The biggest disconnect is that consumers don't care how a product is made or who makes it.



From learning alongside artisan communities to creating conscious apparel, every Jiwya piece begins with respect for craft.

- **As an entrepreneur building a globally recognised regenerative fashion brand from Bharat, what do you believe is your responsibility towards your country, not just as a founder, but as someone representing textiles, craftsmanship, and innovation of Bharat on the global stage?**

Of course! Culture and land carry meaning and stories that have survived centuries. The least I can do is listen to it, nurture it and communicate it in the right manner. The world is ready to listen to these stories, sadly Bharat still doesn't value it as much as it should and I sincerely hope that changes soon.



Bharat's textile intelligence doesn't need validation from the West, it needs recognition at home.