not linear, continuous.

July 2026

Edition 01

CONTINUUM

Legacy. Leadership. Continuity.

Legacy, Leadership &
the Future of Textiles.

Connecting the
Minds Shaping
Tomorrow's Textiles.

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STANDON CONSULTING
Value, by Applying Knowledge

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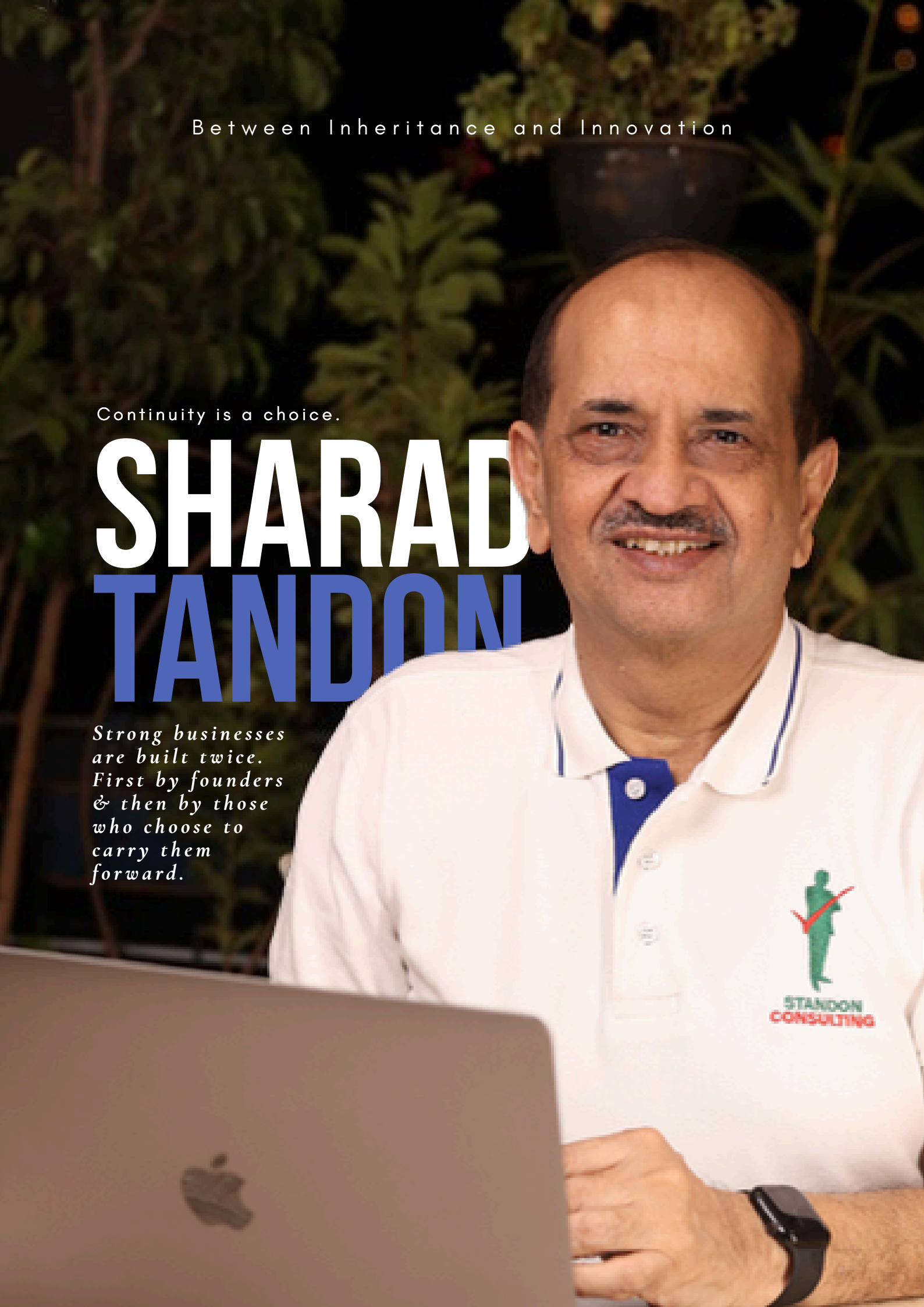
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Between Inheritance and Innovation

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.

FOR THOSE BUILDING WHAT COMES NEXT.

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

STANDON CONSULTING
Value, by Applying Knowledge

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."



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 VIBES



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.

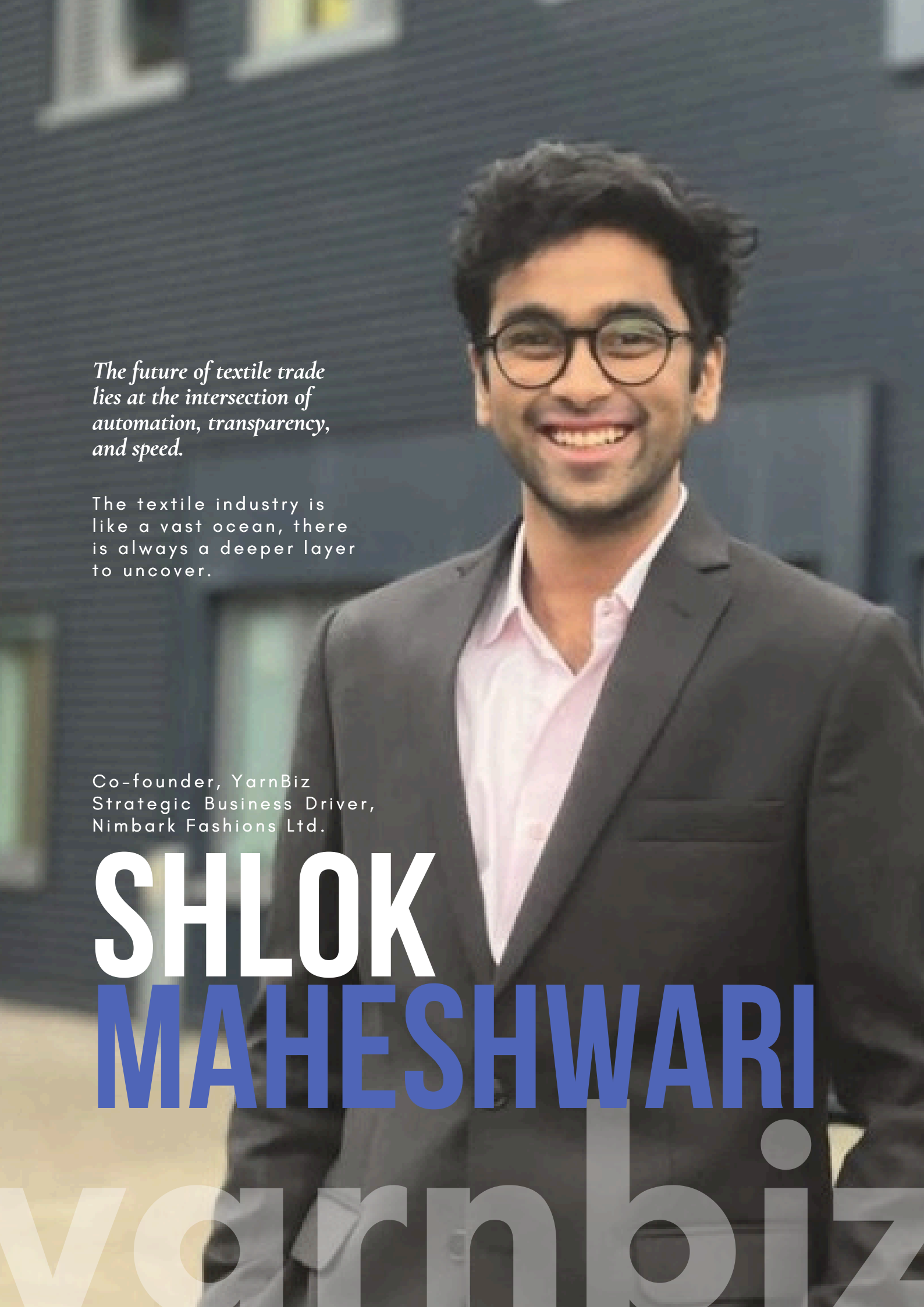
- **What role should textile entrepreneurs of Bharat play in shaping a more responsible global fashion system?**

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.



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 unchartered 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 tranformed 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.



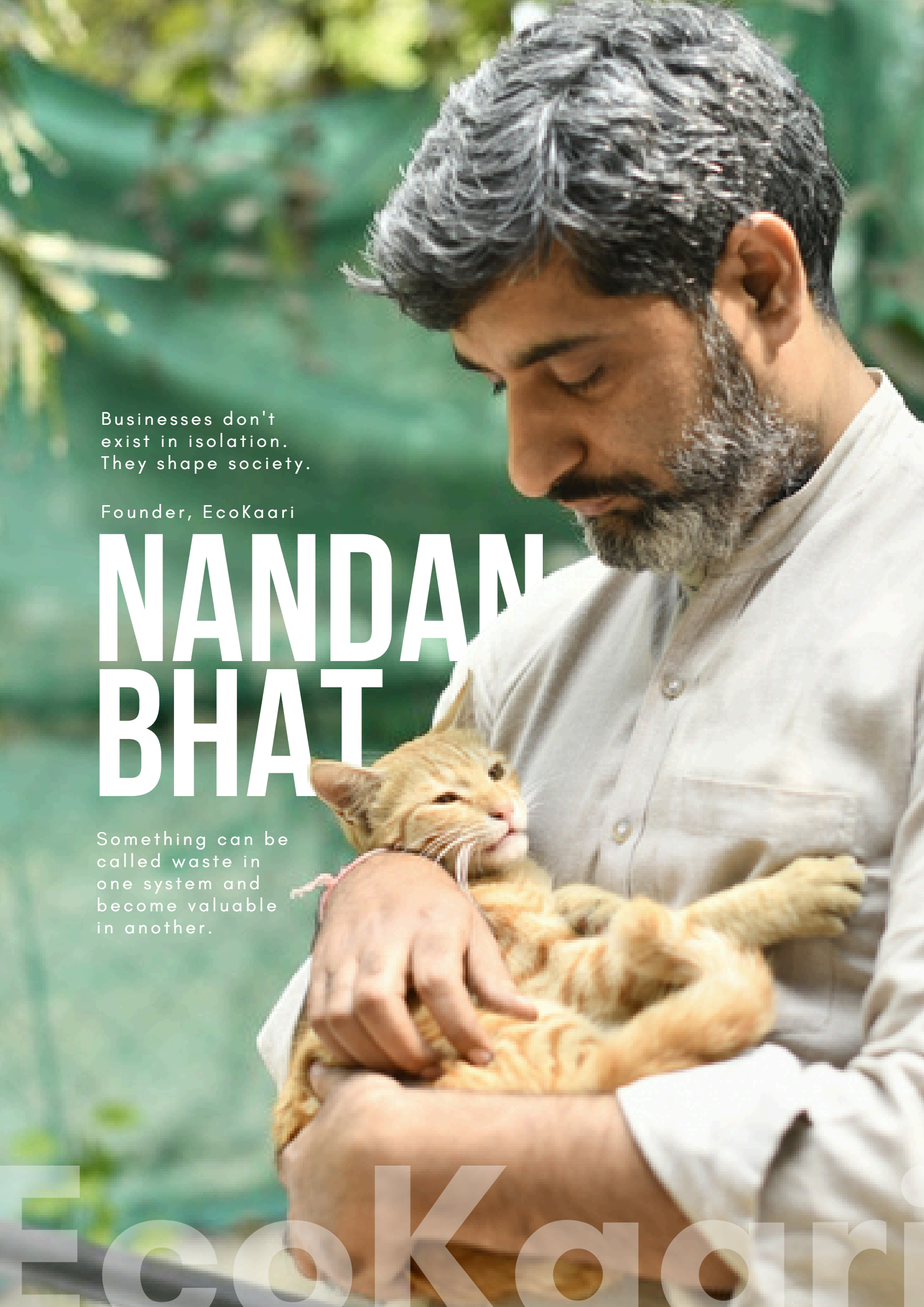
- **At this stage of your journey, how central is continuous learning to your growth, and how much do you still feel the industry has to teach you?**

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.


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.



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

ecokaari

- **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.

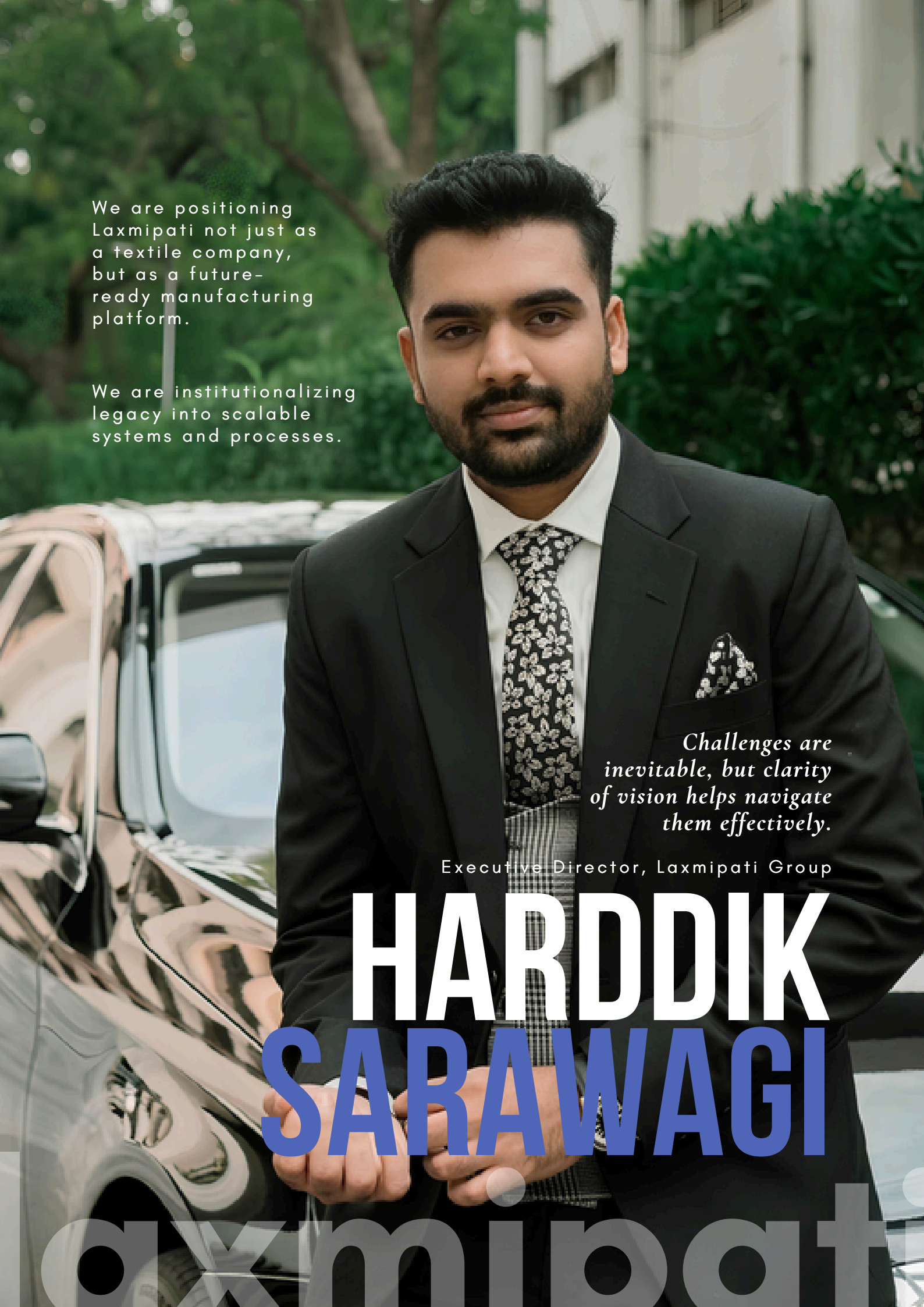




The hands behind EcoKaari's creations.

- **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.

DIVERSIFIED MANUFACTURING PLATFORM BUILT FOR THE FUTURE



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.








Co-Founder & Designer, Jiwya
AISHWA A
LAHARI
jiwya
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 Jiwya, 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 Jiwya

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, marketeers 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.

The shift required is from viewing compliance as a cost to seeing it as an investment in credibility and growth.

testtex

Manufacturers should place laboratories at the beginning of the supply chain, not the end.



As a next-generation leader, there is also the responsibility of carrying forward what has been built, while preparing the organisation for the future. It is about creating long-term value, not just short-term growth. It is about building value-centric professional business for the next generation.

COO, Testtex India Laboratories

KUNAL SHINGALA

- **Your journey at Testtex has evolved from marketing leadership to COO. What key experiences shaped your understanding of the testing and certification ecosystem?**

My journey at Testtex has been quite organic. I began on the marketing side, which gave me a very close view of client expectations, market realities, and the gaps that often exist between what is promised and what is delivered. That early exposure helped me understand that testing is not just a backend function, it directly influences how a product performs in the market. As I started working more closely with our technical teams, I gained a deeper appreciation of compliance, laboratory processes, and regulatory frameworks.

Over time, this combination of market understanding and technical exposure shaped my perspective.

Today, I see testing as a critical link between product development, compliance, and business outcomes, not just a support function, but a value driver.

- **Testing is often perceived as a regulatory requirement. How are you working to transform it into a strategic driver of trust and value for the industry?**

Traditionally, testing has been seen as something that needs to be done to clear a requirement. We are consciously working to change that perception. Today, credibility is becoming central to how brands operate, not just in export markets, but also within Bharat. Consumers are more aware, and they are beginning to question product claims, whether related to safety, sustainability, or performance.

Testing plays a crucial role here. It validates what a brand claims and ensures consistency across batches and production cycles. When this validation is backed by reliable data, it strengthens trust, not just with regulators, but with customers as well. Over time, this trust directly influences acceptance and even purchase decisions.

- **You have advocated moving testing beyond a "tick-box exercise." What does meaningful compliance look like for fashion and textile companies today?**

Meaningful compliance is about moving beyond the mindset of "passing a test" and building systems that ensure consistency. In the textile and fashion industry, this is particularly important because of the complexity involved, multiple vendors, different materials, and varying processes across supply chains. For brands, it means understanding what is being tested and why & ensuring that those standards are maintained across production cycles. It also means being proactive, aligning with global regulations in advance rather than reacting after a failure. At a practical level, meaningful compliance is about visibility and accountability. When systems are well-structured, testing becomes a validation of a controlled process rather than a last-minute checkpoint.

- **Hazardous chemicals remain a major concern in textile supply chains. What challenges does Bharat's industry face in transitioning toward safer chemical management?**

Chemical management continues to be one of the most complex challenges in the textile industry. The scale and fragmentation of the supply chain make it difficult to maintain uniform control. While larger exporters may have systems in place, there are multiple layers of suppliers where awareness and control can vary. Cost pressures often lead to the use of unverified inputs, & in many cases, there is limited visibility into what is being used at the ground level. This creates an "unknown factor" that flows through the entire supply chain, from factories to the final product reaching the consumer. Addressing this requires more than just regulation. It needs a combination of awareness, accessibility to compliant alternatives, & consistent monitoring.

- **What policy interventions or government support mechanisms could accelerate Bharat's shift toward safer and more sustainable manufacturing practices?**

Policy frameworks can play a strong enabling role, provided they are practical and implementable. Stronger enforcement of existing regulations is important, but it must be supported by awareness and guidance, especially for smaller players. Incentives for sustainable practices can also help, as cost continues to influence decisions across the industry. Skill development and training at the ground level are equally important. Compliance improves when people understand not just the "what," but also the "why." In Bharat, bodies like BIS can come up with protocols to mandate finished goods in order to maintain quality and transparency.

- **Global initiatives like the ZDHC Roadmap to Zero Programme are shaping responsible manufacturing. How prepared is the textile industry to adopt such frameworks at scale, and what key shifts are still needed?**

The textile industry of Bharat has made significant progress, especially among exporters who work closely with global brands. Many have already started aligning with frameworks such as ZDHC and integrating sustainability into their operations.
However, given the scale and diversity of the industry, adoption at a broader level is still evolving. Bharat's strength lies in its manufacturing capability and adaptability. The next phase of growth will depend on how effectively the industry can embed transparency, traceability, and accountability into everyday operations. This is not a one-time shift, but a gradual transition. Encouragingly, the direction is positive, and the industry is steadily moving towards a more structured and responsible ecosystem. We wish to see tier-2 and tier-3 suppliers adopt chemical management systems, making the supply chain stronger.

- **As regulatory expectations and Quality Control Orders continue to evolve, how can manufacturers of Bharat leverage compliance not merely as an obligation, but as a strategic differentiator in global markets?**

Compliance, when approached proactively, can become a strong differentiator. Manufacturers who invest in meeting global standards are better positioned to access premium markets, build long-term relationships, & reduce the risk of rejections. The shift required is in mindset; from viewing compliance as a cost, to seeing it as an investment in credibility and growth.
This will surely help manufacturers to start working with more international brands and export to other countries with high regulatory requirements.

- **In your view, how can testing laboratories accelerate the transition toward safer and more sustainable materials?**

Testing laboratories can play a much larger role than just issuing reports. By educating clients, sharing insights, and supporting innovation, labs can become knowledge partners. This collaborative approach can help manufacturers transition towards safer and more sustainable practices more effectively.
Once manufacturers start placing laboratories in the start of the supply chain instead of the last step, the shift to achieve more in the industry will be positive.

Quality is not achieved at the inspection table. It is built into every stage of the process.

In an environment where greenwashing is a concern, data-backed validation becomes essential.
Bharat's opportunity lies not only in manufacturing scale, but in building globally trusted and compliant supply chains.

Testtex

TURNING COMPLIANCE INTO CREDIBILITY

Laboratories are not the final step in manufacturing, they are partners in innovation and sustainable growth.



Inside Testtex Laboratories: where every test strengthens confidence, credibility, and trust across the textile industry.

- **How will testing and certification influence consumer trust as brands move toward circular and transparent supply chains?**

As supply chains become more transparent, consumers are becoming more aware and more inquisitive. They want to know what goes into the products they use and whether the claims made by brands are genuine. Testing and certification provide that layer of verification. They bring objectivity and credibility to sustainability claims. In an environment where greenwashing is a concern, data-backed validation becomes essential. This is where testing plays a key role in bridging the gap between brand claims and consumer trust.

For example, the European Union introduced the Digital Product Passport. This will give the consumer more trust and data about their products and services. DPP will be achieved through testing and certifications.



- **As a second-generation leader in a family-founded organisation, how do you balance legacy values with modern transformation?**

Being part of a family-founded organisation comes with a strong sense of responsibility.

The foundation built by the first generation; trust, integrity, and technical excellence, remains unchanged.

At the same time, the business needs to evolve with changing industry demands. The focus is on building on that legacy while adopting new technologies, improving processes, and expanding capabilities.



Stoqi by DIGIEN

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Reports Take Hours Data collection, checking and preparing reports takes too much time.	**One Click Reports** 40+ reports in one click – PDF or Excel, whenever you need.
Cash Gets Blocked Excess or slow-moving stock blocks working capital.	**Better Cash Flow** Right stock, right planning, less blockage, more profit.
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Manage yarn, beam, fabric and production with real-time stock visibility.

JOB WORK UNITS
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FABRIC TRADERS
Keep stock, sales, purchase and outstanding clear with accurate data.

No matter the size or type of your textile business,
Stoqi adapts to your process and helps you grow.

Stoqi by DIGIEN

Every textile business deserves technology that understands the way it works. Our goal with Stoqi is simple to simplify operations, improve visibility and help entrepreneurs make better business decisions every day.

Kushal Adhvaryu,
Founder, DigiEn & Stoqi



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Traditional wisdom is deeply scientific in its own way.

We no longer see luxury as something mass-produced, but as something honest and created with integrity.

Working with nature taught us that authenticity is more beautiful than perfection.

Co-founder & Designer, Suvetah

SAKSHI KHANNA

- **Your journey began with experimentation in natural dyes long before sustainability became a mainstream conversation. What drew you emotionally and intellectually toward working with nature as your primary collaborator?**

Nature was always at the center of our journey working around nature, with nature, and ultimately for nature. Even before sustainability became a mainstream conversation, we strongly felt it was a necessity, not just for the environment but for our own well-being.

As we explored textiles more deeply, we became increasingly aware of the environmental impact of the fashion industry, which is considered one of the world's largest polluting industries after oil. The growing problem of landfills and the widespread use of polyester and other non-biodegradable materials deeply concerned us.

That realization shaped our belief system. We wanted to create something that was healthier for the body, more responsible for the planet, and rooted in conscious living. Working with natural fabrics and plant-based processes became our way of contributing positively to Mother Earth while also encouraging a more mindful relationship between people and the clothes they wear.

- **During your early research into textile dyes, what realities or experiences disturbed you as a designer and what ultimately encouraged you to move toward natural fabrics and plant-based dyeing?**

One of the biggest realities we discovered early on was that working with natural materials and plant-based dyes is far more complex than conventional textile production. Unlike synthetic systems, nature is not completely predictable. The greatest challenge has been maintaining consistency in color, texture, and quality while staying true to natural processes. We have continuously researched ways to improve color fastness, durability, and scalability without compromising sustainability.

Working closely with weavers and artisans has also been an essential part of this journey. Together, we have documented and refined traditional techniques, balancing authenticity with the needs of a modern global market.

- **Natural dyeing requires patience, uncertainty, and acceptance of imperfection. How has this process shaped your personal definition of beauty and luxury?**

For us, the journey with natural dyeing has always been rooted in staying true to our ethics and resisting the temptation of easier, faster alternatives. In a world driven by convenience and speed, we consciously chose processes that require patience, care, and deep involvement.

Quality has always mattered more to us than shortcuts. Working closely with natural materials taught us that true beauty lies in authenticity, individuality, and intention rather than artificial perfection. Every fabric, every dye variation, and every handmade detail carries a story of nature and human effort.

Over time, these practices shaped our understanding of luxury itself. We no longer see luxury as something mass-produced or overly polished, but as something honest, mindful, and created with integrity. Personally, experiencing these techniques, learning from them every day, and immersing ourselves in the process has strengthened our commitment to preserving these traditions while introducing them to a larger global audience in a meaningful way.



- **Coming from a formal fashion education background, how did your learning evolve when traditional artisan wisdom met scientific experimentation?**

Yes, definitely. Coming from a formal fashion education background, we were taught structure, techniques, and the scientific side of textiles. But when we started working closely with artisans and traditional processes, our understanding evolved completely.

We realized that a lot of traditional wisdom is deeply scientific in its own way, even if it was never documented technically. The artisans understood nature, fibers, seasons, dye reactions, and fabrics through generations of experience and observation. Our learning became a balance between experimentation and heritage. On one side, we were researching, testing, documenting, and trying to standardize processes, and on the other side, we were learning patience, intuition, and respect for natural systems from the artisans themselves.

That combination of traditional knowledge and scientific experimentation is what shaped our approach today. It helped us innovate while still staying connected to the roots of the craft.

- **Eco-printing and plant-based textiles sit at the intersection of craft and innovation. How do you balance preserving heritage techniques while designing for contemporary global consumers?**

Like I said, we strongly believe in exploring and evolving every single day. Our constant effort is to make these traditional practices more precise, more organized, more sustainable, and more adaptable for today's world without losing their authenticity.

For us, preserving heritage techniques is only possible when more people start valuing and supporting them. If these crafts remain limited to small conversations, they slowly disappear over time. That is why we are working towards making natural textiles and eco-printing more accessible and scalable for the larger industry and global consumers.

At the same time, we are continuously improving our processes, experimenting with new techniques, and finding ways to make these textiles more practical for contemporary lifestyles. We believe innovation should support heritage, not replace it, and that balance is what defines our work today.

- **Fast fashion thrives on speed, while your work celebrates slowness. What mindset shift do you believe both designers and consumers must undergo to truly embrace conscious fashion?**

For us, conscious fashion is not just about clothing, it is a complete way of living and thinking. When you choose a path connected to nature, you naturally begin to slow down, become more patient, and understand things more deeply.

Nature does not work in haste, and neither do natural processes. You cannot force the outcome instantly, it evolves in its own time. That journey teaches you patience, mindfulness, and trust in the process.

I believe both designers and consumers need to shift away from the mindset of instant gratification and constant consumption. Instead, there has to be more awareness, more emotional connection with what we wear, and more respect for the time, craftsmanship, and natural resources involved in creating a textile or garment.

When people begin to value quality, longevity, and intention over speed and quantity, that is when conscious fashion truly becomes possible.

- **What has working closely with traditional artisans taught you, both as a designer and as a person and how has their lived knowledge influenced the way you approach textiles today?**

Working closely with traditional artisans has taught me immense respect for the depth of knowledge, patience, and hard work behind

REVIVAL, REINVENTION, AND RESISTANCE



every textile tradition we have in Bharat. A lot of the textiles and techniques that are now appreciated globally exist because generations of artisans dedicated their entire lives to preserving them.

For them, these crafts are not just techniques, they are their identity, their livelihood, their heritage, and their way of life. Every weave, every dye, every handmade process carries years of experience, effort, and emotion behind it.

As a designer and as a person, this journey has made me more grounded and more grateful. It has taught me to approach textiles with responsibility and respect rather than just as products or trends.

Their lived knowledge inspires me every day to put more time, more dedication, and more sincerity into this work, so these traditions can continue to survive for future generations and create a meaningful impact on the world.

- **Many natural textiles were once part of Bharat's everyday culture but gradually disappeared. Do you see your work as revival, reinvention, or resistance?**

I believe it is a combination of all three: revival, reinvention, and resistance. We are reviving natural textile traditions that gradually faded with industrialization, while reinventing them for today's global consumers and modern lifestyles. At the same time, our work is a form of resistance against overconsumption, synthetic mass production, and the growing disconnect between people, textiles, and nature. Ultimately, our goal is to help these traditions evolve into a meaningful part of the future, not just remain memories of the past.

- **As a designer deeply connected to materials, what emerging sustainable fibers or natural processes excite you the most for the future of textiles?**

What excites us most is seeing people reconnect with nature through healthier, biodegradable, and plant-based fibers like hemp, linen, bamboo, nettle, and organic cotton. We are equally inspired by how traditional techniques such as natural dyeing, eco-printing, herbal finishing, and low-impact processing are evolving through research and innovation. For us, the future of textiles lies in balancing nature, craft, science, and innovation to create a more conscious and sustainable industry.

- **What do you feel is your responsibility toward the textile industry of Bharat, not just as a designer, but as a custodian of nature-led innovation?**

I feel our responsibility is to preserve, protect, and evolve the knowledge and textile heritage that Bharat already holds. Bharat has always had a very deep relationship with natural fibers, handloom traditions, dyeing techniques, and mindful craftsmanship, but somewhere a lot of this knowledge started fading with industrialization and fast fashion. Through our work, we want to create awareness about the value of these practices and help them become relevant again for today's world.

At the same time, we also feel responsible for supporting artisans, encouraging ethical production, and building systems that are healthier for both people and the environment. For us, nature-led innovation is not about replacing tradition, but about evolving it responsibly so future generations can continue to benefit from it. If we can help preserve these crafts while also making them globally respected and commercially sustainable, that itself would be a meaningful contribution to the textile industry of Bharat.



Successful manufacturing is not driven by machines alone but by the people who operate them.

The biggest gap is not in technology availability but in mindset.

Assistant Director, Microtex Processors Pvt. Ltd.

SUJAL PATANI

Microtex Processors

- **As a next generation in the textile industry, how do you perceive your responsibility toward both preserving industrial legacy and driving future transformation?**

I believe our responsibility is to preserve the strong foundation built by the previous generation while preparing the business for the future. Their experience, industry knowledge, and relationships provide invaluable guidance, while our generation can contribute a fresh perspective through technology, automation, AI, and data-driven decision-making. The key is to combine traditional values with modern innovation so that the business remains competitive, sustainable, and relevant in a rapidly evolving global textile landscape.

- **What led you to immerse yourself deeply in manufacturing operations and processing infrastructure at such an early stage of your professional journey?**

Coming from an engineering background, I have always been curious about understanding how things work at a technical level. Immersing myself in manufacturing operations and processing infrastructure at an early stage gave me firsthand exposure to the mechanisms, systems, and processes that drive production. This practical understanding has helped me quickly adapt to new technologies, make more informed decisions, and communicate technical capabilities more effectively to customers, which ultimately strengthens both operational efficiency and business development.

- **In your perspective, how is the mindset of emerging textile leadership evolving in comparison to previous generations?**

The mindset of emerging textile leadership is evolving from being primarily operations-focused to becoming more brand, technology, and market-oriented. While previous generations built strong businesses through experience, relationships, and operational excellence, younger leaders are increasingly focused on creating brand value, leveraging digital platforms and social media, and building a stronger market presence. There is also a greater emphasis on sustainability, innovation, and global competitiveness, as these factors are becoming critical for long-term growth.

- **Having experienced both industrial systems of Bharat and international academic exposure, how has your understanding of the future of textile manufacturing evolved over time?**

My exposure to both manufacturing of Bharat and international academic environments has reinforced the importance of automation, sustainability, and operational discipline in the future of textile manufacturing. One of the key differences I observed is the strong focus on reducing dependency on manual processes through automation and advanced technologies, which helps improve efficiency and consistency. I also noticed a greater emphasis on environmental responsibility and sustainable industrial practices. As labour availability becomes an increasing challenge, manufacturers of Bharat will need to accelerate the adoption of automation while fostering a culture of discipline, innovation, and long-term sustainability.

- **Bharat's textile industry is entering a defining decade shaped by technology, sustainability, and global competition. What structural shifts do you believe will most significantly influence the sector moving forward?**

I believe one of the most significant structural shifts in the coming decade will be the growing importance of technical textiles. As conventional textile segments become increasingly competitive and crowded, technical textiles offer opportunities for innovation, specialization, and higher value creation. Alongside this, the adoption of AI, digitalization, and smart manufacturing technologies will play a crucial role in

improving productivity, quality, and decision-making. The companies that successfully combine advanced manufacturing with value-added textile solutions will be best positioned for future growth.

- **Textile processing remains one of the most technically intensive segments within manufacturing. What operational and strategic challenges do you believe modern processing businesses must prepare for in the years ahead?**

One of the biggest challenges for modern textile processing businesses will be effective energy and water management. While setting up facilities such as ETPs and ZLD systems is important, the real challenge lies in operating them efficiently and consistently over the long term. With increasing environmental regulations and growing concerns around water conservation, responsible wastewater treatment is no longer optional but essential for sustainable growth. Additionally, the industry's dependence on chemicals and global supply chains exposes it to geopolitical uncertainties, making operational resilience a key priority for the future.

- **Sustainability is increasingly becoming central to industrial growth. In your view, how should textile processors approach environmental responsibility in a meaningful and long-term manner?**

Sustainability is no longer a choice; it is becoming a key requirement for long-term growth. For textile processors, the focus should be on responsible water management, efficient wastewater treatment, water recycling, and energy optimization through technologies such as heat recovery systems. The industry must also promote sustainable fibers and recycling initiatives to reduce its environmental impact. Global customers today closely evaluate carbon footprint, resource efficiency, and sustainability practices before choosing suppliers, and many are willing to pay a premium for responsible manufacturing.

As manufacturers of Bharat, we need to view sustainability not just as a compliance requirement but as a competitive advantage that strengthens our position in global markets.



- **Technical textiles and performance-driven manufacturing are gaining global importance. What opportunities do you foresee for manufacturers of Bharat within this evolving landscape?**

Technical textiles present a significant growth opportunity for manufacturers of Bharat as the industry moves toward more specialized and performance-driven products. Unlike conventional textiles, technical textiles offer greater scope for innovation, value addition, and differentiation across sectors such as healthcare, infrastructure, automotive, agriculture, and defense. With Bharat's strong manufacturing base and technical expertise, we are well-positioned to become a key global supplier in this segment. Companies that invest in innovation, advanced manufacturing, and product development today will be able to capture higher-value opportunities and strengthen their global competitiveness.



PROCESSING

- **Do you believe the textile industry of Bharat is moving quickly enough toward innovation, modernization, and future-ready manufacturing systems? Where do you believe the gap still exists?**

The textile industry of Bharat has made significant progress in adopting modern technologies, ustainability practices, and advanced manufacturing systems, but there is still considerable room for improvement. While leading companies are investing in automation, digitalization, and innovation, a large part of the industry continues to rely on conventional methods. I believe the biggest gap is not in technology availability but in mindset and the willingness to embrace change. Greater focus on automation, skill development, R&D, and value-added products will be essential to build a truly future-ready and globally competitive textile sector.

- **What have been some of your most significant learnings from hands-on factory exposure and industrial execution, particularly as a young leader operating within a large-scale manufacturing environment?**

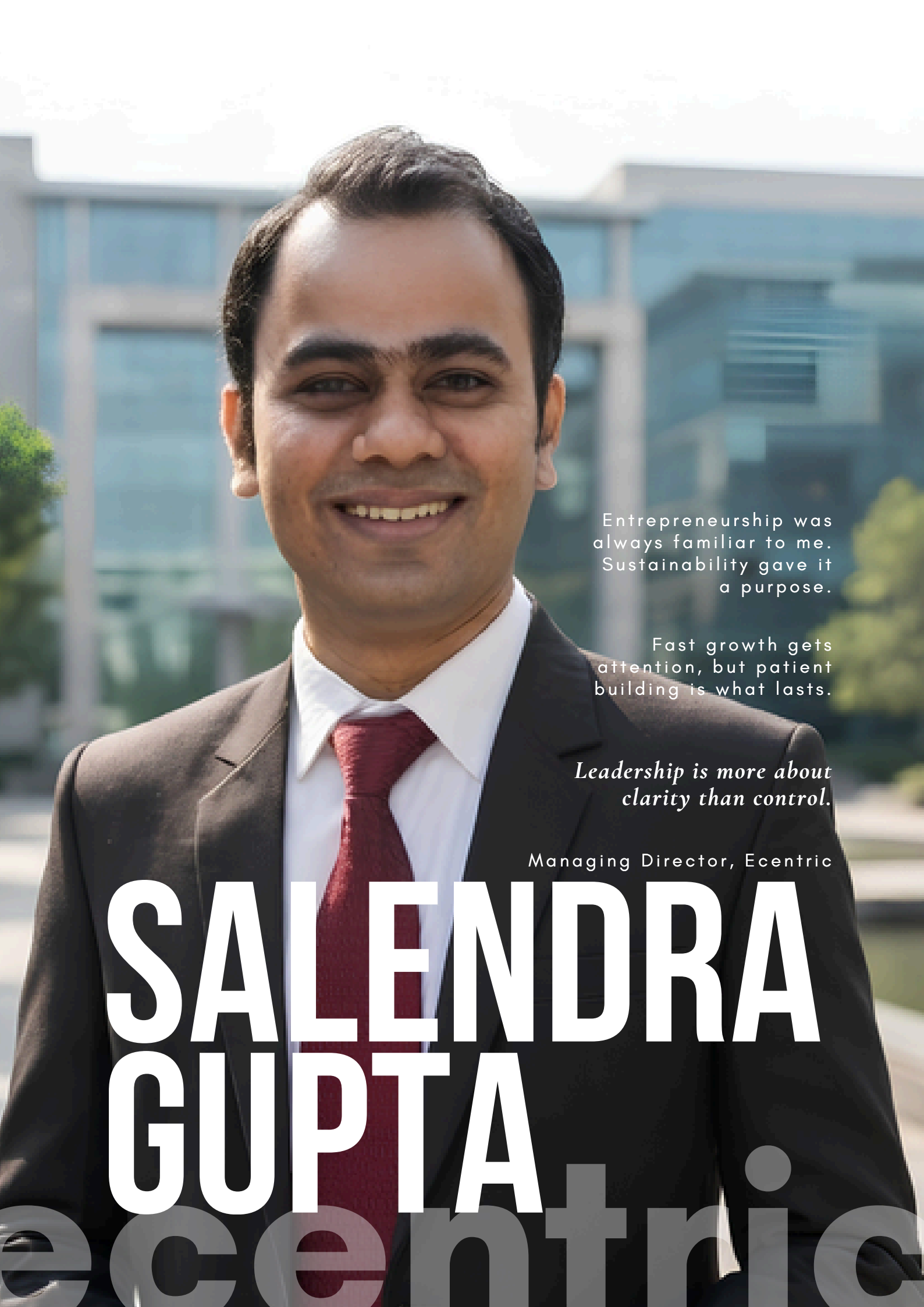
One of my biggest learnings from hands-on factory exposure has been that successful manufacturing is not driven by machines alone but by the people who operate them.
Working closely with production teams taught me the importance of understanding processes at a technical level while also appreciating the challenges faced by workers on the shop floor.
It has helped me develop patience, listening skills, and a problem-solving mindset. As a young leader, building trust with employees and understanding their perspective has been just as valuable as understanding the technical aspects of manufacturing.

Microtex Processors is embracing a future where automation, sustainability, and technical excellence go hand in hand.

- **As you look toward the future, how do you envision the global positioning of textile manufacturing in Bharat, and what role do you hope to personally play within that evolution?**

I believe Bharat has the potential to become one of the world's leading textile manufacturing hubs by combining its strong production capabilities with innovation, sustainability, and value-added products. As global supply chains continue to diversify, manufacturers of Bharat have a significant opportunity to strengthen their position in both conventional and technical textiles. Personally, I hope to contribute by driving greater adoption of technology, automation, and sustainable manufacturing practices while building globally competitive businesses that create long-term value. My goal is to help bridge traditional industry strengths with future-ready manufacturing and contribute to the next phase of growth for the textile sector of Bharat.

POWERING THE NEXT ERA OF MANUFACTURING



Entrepreneurship was always familiar to me. Sustainability gave it a purpose.

Fast growth gets attention, but patient building is what lasts.

Leadership is more about clarity than control.

Managing Director, Ecentric

SALENDRA GUPTA

ecentric

- **Growing up in Surat, a city synonymous with diamonds and textiles, how did your early environment shape your understanding of enterprise and value creation?**

Growing up in Surat, business was never abstract to me; it was part of everyday life. My father was running his own work, and from a young age, I was exposed to the realities behind it. I've seen days where things go right, and I've also seen the pressure when they don't. That teaches you something no classroom can, how unpredictable business really is and how much it depends on people, not just numbers.

When I later went to IIM Calcutta, it gave me structure and frameworks to understand business better. And during my corporate stint, I saw scale, systems, and how large organisations operate.

But somewhere, I always knew that real learning had already started much earlier back home, watching things unfold in real time. That combination shaped how I think today. I don't over-romanticize business. For me, it's about solving real problems, building something sustainable over time, and staying grounded because I've seen what happens when you lose that.

- **Coming from a business-oriented family, was entrepreneurship always an expected trajectory, or did sustainability give that journey a deeper purpose?**

Entrepreneurship was always around me, but sustainability gave it direction.

Without that, it's easy just to chase growth. With sustainability, you start thinking about long-term impact and what you're building and why it matters.

- **With your younger brother's background as a textile engineer, how did those technical discussions reshape your understanding of traditional fabrics and their environmental impact?**

My younger brother Ramendra being a textile engineer played a big role in shaping my understanding of fabrics. When you start discussing fibers, processing methods, chemical usage, and lifecycle impact, you realise how much happens behind the scenes.

Those conversations made it clear that sustainability in textiles is not a surface-level issue, it's deeply embedded in how the entire system works. And if you really want to solve it, you have to go deeper than just the end product.

- **In what ways does Ecentric bridge India's traditional textile wisdom with contemporary sustainability thinking?**

Honestly, in India, what we call sustainability today is often very fragmented, sometimes it's about wages, sometimes just positioning, but rarely about the product itself.

If you look at our traditional textile practices, a lot of the thinking was already more balanced. Natural fibers, durability, and less waste. But those approaches don't directly fit into today's expectations of comfort, scalability, and design.

At Ecentric, the effort is to take those underlying principles and apply them in a more practical way today, starting with better material choices like hemp blends, focusing on longevity, and designing products that people can wear every day.

So for us, it's not about recreating tradition or claiming perfect sustainability. It's about taking what made sense earlier and adapting it in a way that actually works in today's context. Because sustainability only works if it fits into everyday life otherwise it remains an idea, not a shift.

- **You transitioned from a high-paying corporate career into entrepreneurship during global uncertainty. What inner conviction made this shift feel inevitable rather than risky?**

It wasn't a sudden or emotional decision. Over time, I started feeling that while I was gaining experience, I wasn't building something of my

own. Corporate environments give you structure, exposure, and a way of thinking at scale. But entrepreneurship gives you ownership of both success and failure.
At some point, that difference becomes very clear internally. So the decision didn't feel like taking a big risk, it felt like a natural next step based on where I saw myself going.

- **Do you see Bharat's future fashion leadership emerging from heritage textile cities like Surat, innovation hubs like Bengaluru, or through a collaboration between both ecosystem?**

I don't think the future will come from one type of ecosystem alone. Cities like Surat bring strong manufacturing capabilities and deep understanding of textiles. At the same time, places like Bengaluru bring innovation, branding, and a more consumer-focused approach.
The real opportunity lies in combining both because that's how you build something that is both scalable and relevant.

- **Having observed both legacy industry systems and modern startups, what does the textile sector still misunderstand about sustainability?**

One thing I've consistently observed is that sustainability is still defined very loosely in the industry. Today, even if a brand focuses on one aspect like fair wages or communication, it often positions itself as sustainable, even when the core product hasn't really changed.
In reality, the bigger challenge starts at the material level and extends across the entire system, how things are made, how long they last, and how they are consumed.
Right now, a lot of what is called sustainable is surface-level and it sounds right, but it doesn't go deep enough.



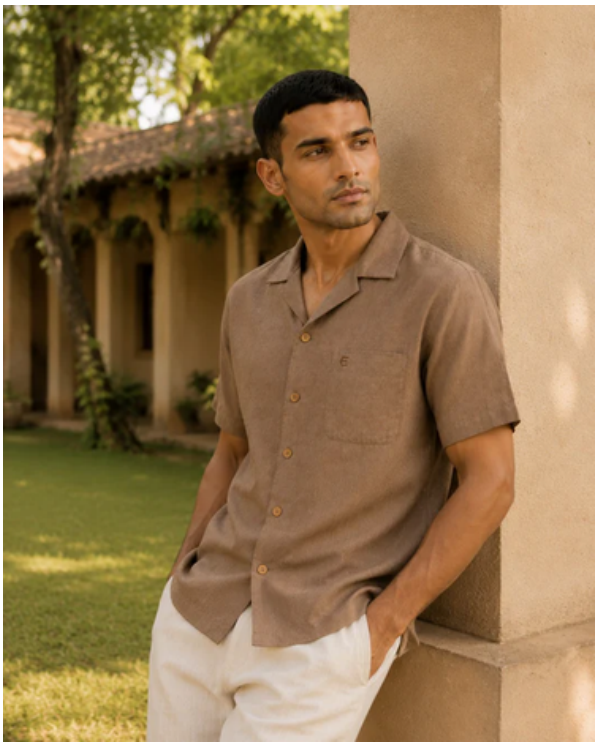
ECENTRIC®

- **As you plan to eventually bring manufacturing back to Surat, what does this 'return to roots' represent for you personally and professionally?**

For me, this "return to roots" is both personal and professional. Personally, Surat is where I first saw how the textile industry actually works. It's where my understanding of business started, through my family and the environment around me. Going back there in a more structured way feels like reconnecting with that foundation but with a clearer perspective now.
Professionally, Surat offers depth, skills, scale, and an ecosystem that has been built over years. At the same time, building Ecentric from Bengaluru has shaped how we think about product, consumer needs, and brand.

So it's not about moving from one to the other. It's about bringing both together and keeping the consumer-focused approach we've developed in Bengaluru while strengthening manufacturing in Surat. In a way, it represents closing the loop, starting from where I came from, but building it with more intent and responsibility this time.





- **You often speak about patience as an entrepreneurial learning. Why do you believe patience is an undervalued leadership quality in today's startup culture?**

Patience is something I've learned more through experience than anything else.
When you start, there's always this urgency to move fast, to see results quickly, and to prove that what you're building is working. But over time, you realise that most meaningful things take longer than expected.
Patience doesn't mean moving slowly, it means not rushing into decisions just for the sake of speed. It gives you the space to think better, to correct mistakes, and to build something more stable. I think it's undervalued today because it's not visible. Fast growth gets attention, but the work that actually sustains a business happens quietly over time. Fast growth gets noticed, but patient building is what actually lasts.

- **Entrepreneurship demands balancing ideals with commercial realities. How do you navigate decisions when environmental values and business pragmatism appear to conflict?**

It's a good question, and this is something you keep dealing with at every stage.
On one side, you have your values and the kind of brand you want to build. On the other side, you have practical realities like costs, scale, market expectations. They don't always align perfectly.

For me, it's not about choosing one over the other but about finding a balance that makes sense over time. Sometimes that means taking a harder route or delaying certain decisions, because the easier option doesn't align with what you stand for. You won't always get it right, and that's part of the process. But I think what matters is that you don't lose your core direction.
I learned one thing that, if you dilute your values early, you might move faster but you lose the reason you started in the first place.

- **Looking ahead, what responsibility do you believe today's entrepreneurs and you carry toward shaping the future of Bharat's textile industry?**

I think as entrepreneurs, we often focus on building our own companies, but we sometimes underestimate how much we influence the larger industry. The way we source, produce, and position our products slowly becomes a reference point for others. Over time, that shapes what becomes normal.
So there is a responsibility, not just to grow, but to grow in a way that makes sense for the future. Especially in industries like textiles, where the impact is long term and not always immediately visible.
We already know most of the problems that exist. The bigger question is whether we are willing to act on them consistently, even when it's not the easiest path.
The challenge is not lack of awareness but the challenge is lack of consistent action.

srs duratech



We are only temporary custodians of the business. Many more generations will come after us, so we have to build responsibly.

We're not diversifying for the sake of diversification; we're building on our strengths.

Business Head, SRS Duratech

RAGHAV KANDOI

- **As a second-generation leader at SRS Industries and the youngest among your siblings, how would you describe your individual journey within the family business so far?**

My journey in the business is still very early and very raw. I am still in the learning phase. Being the youngest in the family has its advantages because you are surrounded by years of experience and guidance. At the same time, you're still finding your own path and learning through your own mistakes.

One important learning for me has been to use the experience that the family has built over decades. Instead of trying to reinvent everything, I try to learn from their real-life experiences and apply creativity on top of that. The focus for me is always on the bigger picture, how we can grow the business in a sustainable and future oriented way.

- W**hat inspired you to focus specifically on coated and functional fabrics, and what market opportunities led you to develop this segment under SRS Industries?**

Our family has been in the textile industry for almost three decades, mainly working in conventional suiting and shirting fabrics. Over the years we have grown from a small rented loom shed to a vertically integrated textile manufacturing setup.

When we started thinking about the future, we wanted to expand our customer base and explore new opportunities. We evaluated multiple options such as garmenting, spinning, knitting, and other textile segments. But many of these were more like diversification rather than a strategic addition to our core strengths.

Coated and functional fabrics stood out because technical textiles are becoming one of the most important segments in the future of textiles. There is also strong support from the government for this sector. Honestly, a small part of it was also my curiosity and interest in following new trends in the industry.

That combination of opportunity, future demand, and curiosity pushed us towards this segment.

- **What were some of the key challenges you faced while establishing a new product vertical within an already established manufacturing structure?**

When a company has been operating in a certain way for many years, not just the processes but even the mindset and culture become fixed. People get comfortable with the existing way of doing things.

The biggest challenge in introducing a new vertical was breaking that comfort zone. Any change naturally creates resistance, and that is normal. But managing that resistance becomes more complex in a family run setup, because the same people you discuss business with during the day are also family members at home.

So the real challenge was aligning everyone with the new vision while respecting the existing structure and experience of the company.

- **Over the past two years of working on this segment, what have been your most important learnings, both operationally and as a young leader?**

One of the biggest learnings is that this is a continuous learning process. In technical textiles, you can never say that you know everything. You always have to stay curious and keep learning.

Another key learning is that in this segment you are not just selling a product. You are actually promising performance and protection. Whether it is for people or for industrial applications, the responsibility is much higher. Also, unlike suiting and shirting fabrics where you can have a very wide range of products, in technical textiles you need to identify your strengths and specialize in them. Finding that specialization and focusing on it is extremely important.

- **How do you balance the legacy values**

and systems of a traditional textile business with the need for innovation & future-ready product development?

Balancing tradition and innovation is always a team effort. There are moments when you feel that changing certain values or systems might make things easier in the short term.

But over time you realize that the legacy and values of the company have been built over decades, and that foundation is what actually gives the business stability and credibility. So instead of replacing those values, the goal is to innovate while staying rooted in them.

For us, innovation works best when it respects the legacy rather than trying to replace it.

- **How important is sustainability and responsible manufacturing in the coated and functional fabric segment today, and how do you see its relevance growing in the coming years?**

Today sustainability and responsible manufacturing are extremely important for every industry, including technical textiles.

These practices should not be adopted only because buyers or authorities demand them. They should be followed because it is our responsibility as manufacturers. At the end of the day, industries operate using natural resources and human effort. So it is our duty to protect both the people involved in the process and the environment around us. As a second-generation manufacturer, I also feel that we are only temporary custodians of the business. Many more generations will come after us, so we have to ensure that we build responsibly.

- **How do you see the demand for coated and functional fabrics evolving in Bharat and global markets over the next five to ten years?**

In the next five to ten years, I believe the demand for coated and functional fabrics will grow significantly, both in Bharat and globally.

Industries such as automotive, defence, aviation, industrial safety, and infrastructure are expanding rapidly. All these sectors require high-performance fabrics that can provide durability, protection, and specialized functionality. Bharat is also becoming a major manufacturing hub, which means the domestic demand for technical textiles will increase. At the same time, there is a strong opportunity for manufacturers of Bharat to supply to global markets as well.

So overall, the future for this segment looks very promising, especially for companies that focus on quality, innovation, and reliability.

- **Has mentorship either from family, industry experts, or external advisors played a role in shaping your journey while building this new vertical? If yes, how has it influenced your decision-making and long-term vision?**

Yes, mentorship has played a very important role. I believe mentors work similar to supervisors in a manufacturing plant. Just like a supervisor helps improve the efficiency and effectiveness of operations, a mentor helps improve your personal decision-making and productivity. Mentors bring years of experience, and learning from them is almost like getting a crash course of real-life lessons. You still have to make your own decisions, but their insights help you avoid many unnecessary mistakes.

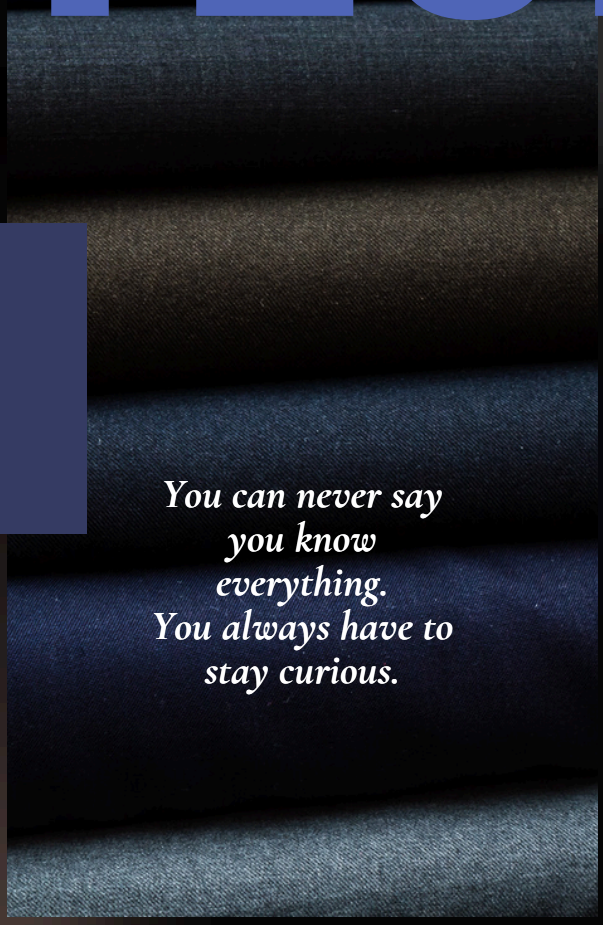
SRS DURATECH
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Innovation works best when it respects the legacy rather than trying to replace it.

DURATECH

BUILDING ON OUR STRENGTHS

The biggest challenge was aligning everyone with the new vision while respecting the existing structure.



- **How has this journey contributed to your personal growth, decision-making ability, and leadership mindset as a next-generation entrepreneur?**

This journey has helped me understand the importance of focusing on what you can control. As a young entrepreneur, it is easy to get distracted by too many possibilities.

But over time I have learned that you need to focus on the things you can handle effectively while always keeping the larger vision in mind. That balance between daily responsibilities and long-term thinking is what shapes leadership.

- **What advice would you give to young second and third-generation members who wish to introduce new ideas or verticals within their existing family textile businesses?**

My advice would be to first spend enough time understanding the existing business in depth. Study the processes carefully. Observe what works well and where the flaws are. But instead of trying to immediately fix everything, focus on learning from those mistakes.

When your time comes to build something new, the goal should be simple, do not repeat the same mistakes that you observed earlier.

- **Beyond business expansion, what does contributing to the growth and global positioning of the textile industry of Bharat mean to you as a next-generation manufacturer?**

For me, contributing to the textile industry of Bharat means building products that can compete globally while maintaining the reputation of manufacturers.

Bharat has a very strong textile heritage and skilled workforce. As next-generation manufacturers, our responsibility is to combine that traditional strength with modern technology and innovation.

If we can create high-quality products that meet international standards, we not only grow our own businesses but also strengthen the global position of the textile industry of Bharat as a whole.

Managing Director, for Gharat & Associates

VILAS GHARAT



The future will belong to those who create greater value through innovation, sustainability, transparency, and responsible leadership.

The textile industry is no longer being shaped by manufacturing capacity alone. It is being reshaped by sustainability, material innovation, digital technologies, and changing consumer expectations. In this environment, preparing the next generation of textile leaders requires more than teaching production processes. It requires developing leaders who can think across technology, sustainability, design, and business strategy.

One of the biggest leadership shifts is moving from a linear production model to circular thinking. Future textile innovators must understand that waste is not merely a by-product but a valuable resource. Concepts such as circular design, zero-waste manufacturing, textile recycling, and take-back programmes are becoming essential components of modern textile systems. Tomorrow's leaders must build businesses where materials remain in circulation for as long as possible, creating value while reducing environmental impact.

Equally important is building a culture of continuous product development. Future textile businesses cannot rely solely on manufacturing efficiency or production capacity. They must consistently develop new materials, functional fabrics, and application-driven solutions that address evolving market needs. Innovation will increasingly determine competitiveness more than scale alone.

The industry must also cultivate radical empathy. Tomorrow's leaders should bridge the gap between advanced manufacturing technologies and the artisan communities that continue to preserve India's rich textile heritage.

True innovation is not only technological; it is also human-centred, respectful of traditional knowledge, and inclusive of every contributor across the value chain.

The industry must also embrace agile manufacturing. The traditional model of large, rigid production runs is gradually giving way to flexible and responsive systems.

Micro-factories, rapid prototyping, and iterative product development enable businesses to respond quickly to changing customer expectations while improving efficiency and sustainability. In such an environment, failure should not be viewed as a setback but as valuable learning that drives continuous improvement.

The next wave of textile innovation will emerge through collaboration across industries. Breakthroughs are increasingly coming from fields such as biotechnology, aerospace, healthcare, and data science. Bio-based materials including mycelium leather, algae-derived fibres, bacterial cellulose, and other regenerative materials represent the next frontier of textile innovation, offering sustainable alternatives that reduce environmental impact without compromising performance.

The next wave of textile innovation will emerge through collaboration across industries.

At the same time, smart textiles and digital technologies are redefining the role of fabrics themselves. Conductive yarns, thermo-regulating materials, and biometric sensing fabrics are transforming garments into intelligent systems capable of monitoring health, regulating temperature, and interacting with connected digital ecosystems. Artificial intelligence, automation, and Industry 4.0 technologies are further transforming textile manufacturing through predictive quality control, digital twins, smart factories, and end-to-end supply chain traceability.
However, technology should never replace people. Its true purpose is to strengthen human capability. The textile industry must invest in upskilling its workforce, encouraging artisan-technology collaborations, and developing multidisciplinary talent capable of combining creativity with engineering, sustainability, and business thinking.

Perhaps the most significant leadership shift is moving from volume to value. The future of textiles will not be defined by how much we produce, but by how intelligently, responsibly, and sustainably we create. Innovation, transparency, product development, and long-term environmental stewardship must become the new measures of success.

The future of textiles belongs to those who can seamlessly integrate creativity, technology, and responsibility. By embracing regenerative design, ethical leadership, continuous innovation, and customer-focused product development, tomorrow's textile leaders can build an industry that is not only economically competitive but also environmentally responsible and socially inclusive.

The future will not belong to companies that simply manufacture more fabric.

It will belong to those that design systems that are circular, transparent, regenerative, and built to create lasting value for both industry and society.

Between Inheritance and Innovation

NIKUNJ BAGDIA

Managing Director,
Ken India Group

Build trust and transactions follow. Build reliability and orders follow. In the end, relationships always outlast orders.



- **Looking back at your journey since the late 1990s, how would you describe Bharat's evolution from a cost-driven manufacturing base to a globally recognized value creator in textiles?**

Over the last 25 years, I have seen Bharat move from being largely capacity-driven to capability-driven. Earlier, exports were about low-cost production; today buyers expect speed, compliance, design understanding, and reliability. The ecosystem has become far more organized and globally connected. Reliability has become the defining factor in exports today.

- **Across nearly three decades of leadership, which core principles have consistently guided you through cycles of change, disruption, and growth?**

Three principles have guided me: Long-term relationships, operational discipline, and continuous reinvention. In textiles, consistency over decades matters more than short-term gains. The key is relationships. Trust is more important than transactions.

- **As legacy-led enterprises adapt to a rapidly modernizing global landscape, how do you personally reconcile tradition with transformation?**

Legacy gives us values like trust, integrity, and resilience, while the global market demands speed, technology, and adaptability. My role is to preserve the values while modernizing the systems and adopting the best available technologies.

- **From your vantage point, what are the most defining structural shifts currently reshaping Bharat's textile manufacturing ecosystem?**

Key structural shifts include global supply chain diversification, sustainability pressures, digital manufacturing, and increasing buyer consolidation. All of this is happening simultaneously amid increasing global volatility and uncertainty.

- **Do you believe Bharat is entering a decisive phase where the industry is shifting from volume-led production to innovation and value-led differentiation?**

Yes, but the transition will be gradual. Bharat must move toward innovation, specialized fabrics, and integrated supply chains, not just large-scale commodity production. It is left to the entrepreneurs to take the lead and stop looking to the Government for everything.

- **Following the post-pandemic realignment of global supply chains, how has Bharat's position in the international textile ecosystem evolved?**

The pandemic made buyers rethink overdependence on a single geography. Bharat has gained attention as a stable, reliable and democratic manufacturing alternative.

- **What are some of the most underestimated operational realities that large-scale textile exporters must navigate but are often overlooked from the outside?**

The textile industry operates on very thin margins, so even small fluctuations in raw material prices, supply chains, or labor availability immediately impact cash flow. In addition, factors like cotton price volatility & regulatory frameworks around

around labor add layers of complexity. Managing all of this while still delivering consistent quality and strict timelines makes textile exporting far more operationally challenging than it appears from the outside.

- **Sustainability has become a defining benchmark for global competitiveness. How is your organization embedding this shift into both strategy and execution?**

Sustainability is no longer optional, it has become a clear market requirement. We are investing in efficient processes, responsible sourcing, and greater transparency across our operations. At the same time, we are working closely with global brands to implement the required compliances and certifications. Many of these brands have been extremely cooperative in hand-holding and guiding us toward global best practices. Sustainability is ultimately a continuous journey for any organization, it cannot be achieved in a single step but requires steady commitment over time.

- **With automation, digitization, and AI reshaping manufacturing worldwide, how do you see technology redefining the future of textile production in Bharat?**

Technology will be a key differentiator and imperative for the future of textile manufacturing. It not only improves productivity and precision but also helps reduce operational costs and maintain consistent quality. Equally important, digital systems and automation create greater transparency and visibility for customers, which is becoming increasingly important in global supply chains. In the world of AI, data-driven decision making will be the norm.

- **As the next generation steps into leadership roles, what fundamental mindset shift is essential for building globally competitive textile enterprises?**

Respect the legacy, but don't be afraid to question old assumptions. The textile industry in India is at one of the most promising global moments it has ever seen, with strong opportunities emerging in international markets. It is now up to the next generation of entrepreneurs to double down on the industry and build capabilities in skill, scale, and speed to truly capture this opportunity. Manufacturing in India, for India & the World is a big opportunity and will play out well in the next 2 decades.



Bharat will move steadily up the value chain, becoming not just a manufacturing hub but also a design and innovation partner. It will increasingly become a trusted global partner.

- **Traditional textile hubs have long been the backbone of India's manufacturing strength. How do you envision clusters like Ichalkaranji reinventing themselves for the next global cycle?**

Traditional textile hubs are already showing their ability to reinvent themselves, the Tirupur cluster is a strong example of how a traditional ecosystem can evolve into a globally competitive manufacturing hub. The key will be the ability of clusters like Ichalkaranji to collaborate, adopt technology, and leverage their deep-rooted industrial ecosystems to effectively cater to the demands of the global market.

- **If you were to rebuild a textile enterprise from scratch today, what would you do differently in terms of structure, strategy, and capabilities?**

I would build with greater digital integration, stronger supply chain control, and deeper product specialization from the start. Also, focus on operational excellence & best in class people training.

- **Beyond business success, what legacy do you wish to create within the textile industry of Bharat?**

Beyond building a successful business, I would like to contribute to strengthening the textile ecosystem and nurturing the next generation of industry leaders. A key part of this is shifting the traditional textile mindset towards thinking world-class and becoming global champions from Bharat. I also hope to attract young talent back to the industry and encourage a culture of innovation, so that the sector continues to evolve and remain globally competitive.

- **If you had to distill your philosophy of business and leadership into one guiding principle, what would it be?**

Build trust and transactions follow. Build reliability and orders follow. In the end, relationships always outlast orders.





Young leaders must think globally from day one, focusing on systems, innovation, and strong partnerships rather than only production capacity. Equally important is cultivating a collaborative mindset instead of a purely competitive one, building reliability and trust with partners and customers. Success in this industry comes from long-term thinking, strong relationships, and creating win-win partnerships across the value chain.

ACKNOWLEDGEMENT

This inaugural issue of CONTINUUM has been made possible through the generosity, openness, and collaboration of the individuals and organizations who shared their journeys, insights, and experiences.

We extend our sincere gratitude to every entrepreneur, industry leader, second-generation professional, sustainable innovator, and mentor featured in these pages. Your willingness to share your perspectives enriches not only this publication but also the broader textile community.

We are grateful to our readers. Your curiosity, commitment to learning, and passion for the textile industry inspire us to continue documenting the stories that shape its future.

Thank you for being part of the CONTINUUM.

END

One issue ends.
The continuum continues.

CONTINUUM

