

India  
**Kitchen**  
CONGRESS

**Strategies for Modular  
Kitchen & Cabinetry Business**

APRIL 2025 | BENGALURU

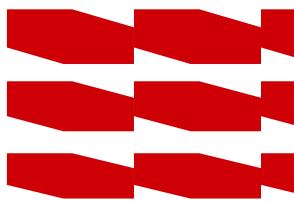
**FINAL  
REPORT  
& WHITE PAPER**





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# FOREWORD

INDIA's kitchens and furniture have moved from 'nice-to-have' to must deliver. Families want spaces that work hard every day, feel good to live in, and last longer with less waste.

We designed India Kitchen Congress (IKC) 2025 to help turn that shift into practical, near-term action. What did we learn together?

First, sustainability must be designed in, not bolted on—safer, traceable materials; products that can be repaired; supply chains that respect people and the planet.

Second, India is many Indias. Cooking styles, budgets and languages change by state; brands that honour these differences earn trust and repeat business.

Third, growth now depends on a seamless journey from online discovery to studio design, installation and after-sales. And none of this scales without skilled people and disciplined processes on the shop floor and in the field.

The **White Paper** that follows distils these lessons into nine straightforward roadmaps with next-12-months actions and practical metrics.

My suggestion: pick one or two moves that fit your context, start this quarter, measure honestly, and share what changed so the ecosystem compounds learning.

IKC is a community effort. I'm grateful to our speakers for their candour, our sponsors for powering this platform, our partners for their faith, and our delegates for engaging with purpose.

Heartiest congratulations to all IKC Award winners—your work sets the bar for what good looks like.

I look forward to meeting you again at India Kitchen Congress in April 2026.

**Deepak Gupta**  
Conference Director, India Kitchen Congress  
Managing Editor, Sourcing Hardware  
[deepakgupta@bracecorp.net](mailto:deepakgupta@bracecorp.net)

# OBJECTIVES OF IKC 2025

IKC exists to help convert good intent into near-term action for India's modular kitchen and cabinetry (panel furniture) ecosystem. Since 2011, the forum has brought practitioners together to compare what actually works.

The 2025 edition had three aims: set a shared agenda, translate it into practical roadmaps, and mobilise the ecosystem to deliver.

**Set a shared agenda.** IKC 2025 aligned stakeholders on where sustainable growth will come from: building sustainability and circularity into products and supply chains; competing on deep, regional consumer insight rather than one-size strategies; lifting product integrity by adopting clear standards and compliant materials; connecting with the housing cycle through developer partnerships and installation readiness; delivering a seamless 'phygital' journey from online discovery to studio design, installation and service; and investing in skilled manpower and disciplined manufacturing so quality is predictable at scale.

**Translate priorities into action.** Beyond trend-spotting, IKC 2025 distilled nine speaker-informed roadmaps with next-12-months actions that companies can adopt immediately—covering circular design, consumer localisation, materials and standards, real- estate linkages, phygital experience, manufacturing excellence, export readiness, channel productivity, and people-skills-governance.

Each roadmap is paired with practical metrics (lead-to-order time, first-time-right installs, compliant inputs, energy/water intensity, certified workforce, and more) so teams can track progress and report internally.

**Mobilise the ecosystem.** IKC is designed as a working meeting ground where brands, OEMs, suppliers, designers, dealers and skilling bodies connect to pilot ideas and scale what works.

The India Kitchen Congress Awards Programme recognises exemplary performance across design, sustainability, technology enablement, business performance and skills—helping best practices spread faster.

# ... OBJECTIVES OF IKC 2025

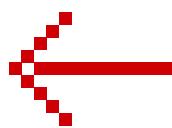
Stakeholders are encouraged to engage with the Furniture & Fittings Skill Council (FFSC), including its **Skill Conscious Entrepreneur Programme**, so training and certification become part of day-to-day execution.

Finally, IKC 2025 delivers tools you can carry back to work: a White Paper that packages the roadmaps, including a one-page At a Glance of Market Signals and Top Priorities.

The objective is simple and collective: move from 'what we should do' to 'what we will do next', with shared direction, practical tools, and relationships that help the industry execute with confidence.



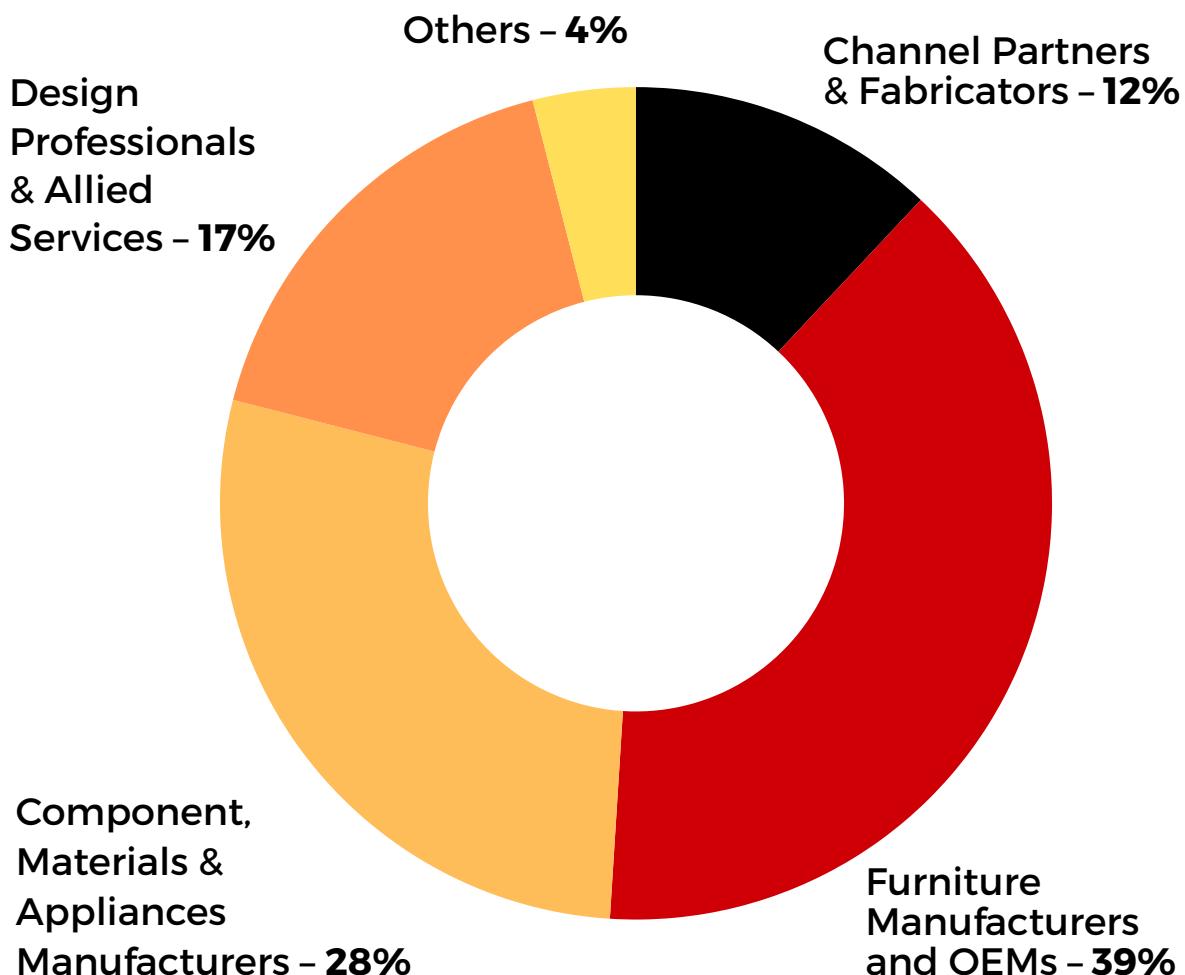
# KEY METRICS



## Target Audience & Represented Sectors

India Kitchen Congress 2025 was attended by entrepreneurs, professionals, and investors. These are the people involved in manufacturing, marketing, retailing, designing and bulk buying of modern kitchens, cabinetry, and components.

### Segment-wise Breakup



Attendees – 505

Firms represented – 198

Speakers – 32

Exhibitors – 13

Sponsors – 5

Partnerships – 8

Award Categories – 19

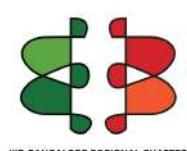
Award Winners – 33

# PARTNERS

## KNOWLEDGE PARTNER



## INSTITUTIONAL PARTNERS



## INDUSTRY PARTNERS



## GOLD SPONSORS



## SILVER SPONSORS



# THEMES & TRACKS

- › **CEO's POWER BREAKFAST** (by invitation)
- › **KEYNOTE SESSION** (stage 1)
  - State Of the Industry
- › **BUSINESS TRACK** (breakout session – stage 1)
  - Investment Scenario
  - Strategies For Growth
  - Role Of Technology
- › **DESIGN TRACK** (breakout session – stage 2)
  - Masterclass 1
  - Masterclass 2
  - Masterclass 3
- › **AWARDS** (stage 1)
  - India Kitchen Congress Awards - 11th edition
- › **NETWORKING DINNER**
- › **EXHIBITION**

# SESSIONS & SPEAKERS

## › KEYNOTE SESSION STATE OF THE INDUSTRY

### Indian Panel Industry: Partnering with Furniture Industry for Success

- Rajesh Mittal, President, Federation of Indian Plywood and Panel Industry (FIPPI)



### Modern Kitchen: Transforming Lives & Re-Defining Real Estate

- Santhosh Kumar, Vice Chairman, ANAROCK Property Consultants



### How India's Furniture & Home Improvement SMEs can Become Sustainable Enterprises

- Linn Roslund, Managing Director, IKEA Supply South Asia



### Retail in India: Potential and Challenges - A reflection on the diversity within India, adoption of new trends and changes in consumer behaviour, and what the future holds

- Bijou Kurien, Chairman, Retailers Association of India



### Consumer at the Crossroads in the Phygital Age

- H S Manikandan, Chief - Sales & Marketing (Fevicol Joinery Business), Pidilite Industries



## ... SESSIONS & SPEAKERS

### › BUSINESS TRACK (breakout session – stage 1) INVESTMENT SCENARIO

#### **Money, Matter and Mind - a thought provoking conversation on making money work in our industry (panel discussion)**

- Kirit Joshi, Managing Director, Spacewood Furnishers
- Mahesh M, CEO, Creaticity (anchor)
- Mahesh Shah, Managing Director, Nobilia India
- Sourabh Jain, CEO, Livspace



#### **Building India's Furniture Future: Innovation, Manufacturing & Global Growth (fireside chat)**

- Frank Schloeder, Managing Director, Hafele India
- Deepak Gupta, Managing Editor, Sourcing Hardware



# ... SESSIONS & SPEAKERS

## Global Trends and Way Forward for Indian Kitchen Industry

- Selva Kumar Rajulu, Managing Director, Nolte FZE



## Addressing the Make in India Challenge (panel discussion)

- Prashant Khandelwal, CEO, Hepo India
- Venkatesh V, CEO, Greenply Samet



## ➤ BOOK LAUNCH

### The Interior Designer's Sales Blueprint

- Author: Gopal Dwivedi, Chief Design Officer-Global, Livspace



# ... SESSIONS & SPEAKERS

## › STRATEGIES FOR GROWTH

### **Design as a Business Strategy: From Concept to Consumer** (panel discussion)

- Gopal Dwivedi, Chief Design Officer-Global, Livspace (anchor)



- Hardeep Sawhney, Managing Director, Interwood Kitchens



- Khanindra Barman, Co-founder, Würfel Kuche



- Sahana Shetty, Hon Secretary, IID BRC



### **Apprenticeship: World's #1 Skilling Strategy - Why?**

- Rahul Mehta, CEO, Furniture & Fittings Skill Council



# ... SESSIONS & SPEAKERS

## › ROLE OF TECHNOLOGY

### **Revolutionising Furniture Manufacturing in India: The Role of Emerging Technologies (panel discussion)**

- Balaji Sharma, Director, AFC Furniture Solutions



- Govind Assudani, Managing Director, IMA Schelling India (anchor)



- N K Raghavendra, Partner, Pensare Solutions



- Rajesh Shah, Director, Shreepal Trade Impex



- Sankari Radhakrishnan, Managing Director, NAADI



- Vivekanandan Vajravelu, Senior Sales Manager, Coohom India



# ... SESSIONS & SPEAKERS

## › ROLE OF TECHNOLOGY

### Furniture - The Technology-driven Industry

- Frank Prekwinkel, CEO, imos AG



### The Future of Kitchen - Speculative Design

- Anuj Prasad, Founder, Desmania Design



### Industry is at an Inflection Point, Let's Seize the Moment (valedictory address)

- Venkatarama Gorti, Chairperson, FFSC and Managing Director, Homag India



# ... SESSIONS & SPEAKERS

## › DESIGN TRACK - (breakout session - stage 2)

### MASTERCLASS

#### **Design Strategies for Kitchen Experience Centres - Customer-centricity and Engagement**

- Surender Gnanaolivu, Retail Experience Design Curator, Retail Design Institute



- Juhi Santani, Principal Designer and Founder, Retale Design Solutions



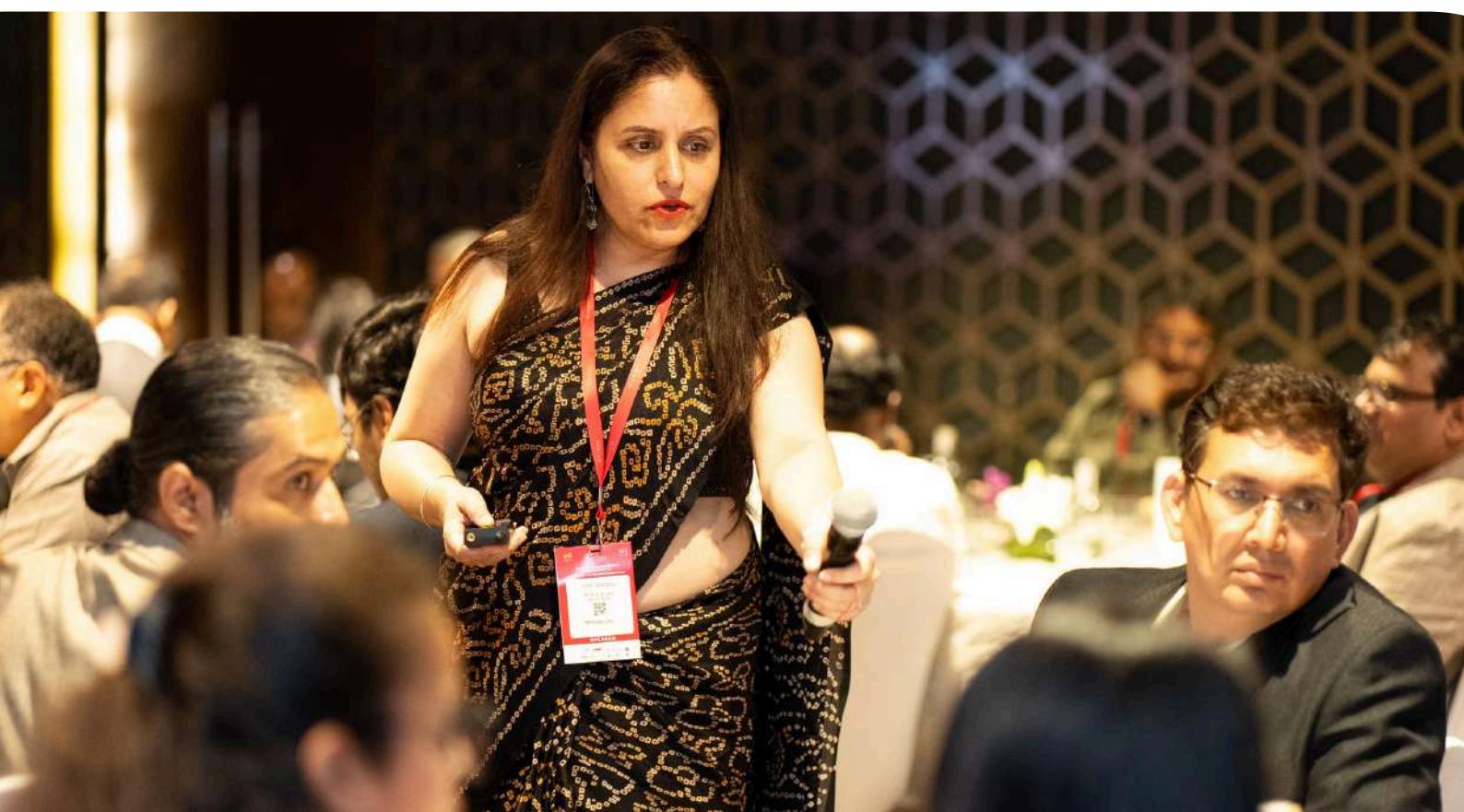
#### **The Interior Designer's Sales Blueprint: Mastering the Art of Selling Design**

- Gopal Dwivedi, Chief Design Officer - Global, Livspace



#### **The ABCs of Indian Kitchen Design**

- Manu Neelakandhan, Director, IdeaCulture



# AWARDS

## India Kitchen Congress Awards 2025 – 11th edition

In all, 33 persons and projects were chosen as the best of the best at the India Kitchen Congress Awards 2025.

The 33 winners were selected from among hundreds of nominations that were received over six months from across India, in seven categories, namely Retail Design, Marketing Communication, Manufacturing, Technology, Kitchen Design, Skill Development, and Person of the Year (Jury's Award).

The Jury comprised accomplished professionals from cross-functional domains, such as business management, interior design, marketing & communication, visual merchandising, skilling, and manufacturing.

The judging process was entirely online. There were two rounds of judging based on well-defined and unique criteria for each category. The Jury's decision was final.

### JURY



Anuradha Singh  
Business Head Retail,  
Home Appliances  
IFB Industries Ltd



Ar Ashateet Saran,  
Principal Designer,  
Founder, S A  
Studio



Ar Gunjan Das  
Chairperson - IIID BRC  
N G Associates



Jenny Andrews,  
Co-founder,  
Director, Studio J



Juhi Santani  
Founder, Director  
Retail Design  
Solutions



Dr Mahesh M  
CEO-Creaticity  
Deepak Fertilisers &  
Petrochemicals Ltd



Rahul Mehta  
CEO  
Furniture &  
Fittings Skill Council



Ar Rajendra Kumar  
Professor & Director  
LSAD  
Lovely Professional  
University



Shradha Kurup  
Head Retail  
Marketing & VM  
Raymond Ltd



Sundar  
Subramaniam  
Co-founder  
Dovetail Furniture

# ...AWARDS

## THE WINNERS

### › RETAIL DESIGN

#### **#1. Kitchen Store Design Award 2025 (up to 1000 sft)**

- Kutchina Homemakers – SILVER
- Spacewood Furnishers – GOLD

#### **#2. Kitchen Store Design Award 2025 (above 1000 sft)**

- Revoluno Creations – SILVER
- Spacewood Furnishers – GOLD

#### **#3. Kitchen & Home Improvement Store Design Award 2025**

- FRDC - Future Research Design Company – SILVER
- Four Dimensions Retail Design India – GOLD

#### **#4. Kitchen Shop-in-shop Design Award 2025**

- FRDC - Future Research Design Company – SILVER
- Sleek by Asian Paints – GOLD

#### **#5. Kitchen Storefront Design Award 2025**

- Four Dimensions Retail Design India – SILVER
- CASANTRO – GOLD



## ...AWARDS

### › MARKETING COMMUNICATION

#### **#6. Visual Merchandising & Communication Award 2025**

- Four Dimensions Retail Design India - SILVER
- Four Dimensions Retail Design India - GOLD

#### **#7. Kitchen Brand Campaign Award 2025**

- Elementz Limitless Living - GOLD

### › MANUFACTURING

#### **#8. Green Manufacturing Initiative Award 2025**

- Interwood Kitchens - SILVER
- Kbros Aristo Pvt Ltd - GOLD

### › TECHNOLOGY

#### **#9. Tech Enablement in Kitchen Design & Sale Award 2025**

- Elementz Limitless Living - SILVER
- Sticks and Bricks Building Solutions - GOLD

#### **#10. Tech Enablement in Kitchen Manufacturing & Delivery Award 2025**

- FullHouzz - GOLD

#### **#11. Tech Enablement in Kitchen Installation & Handover Award 2025**

- Installco WIFY Technology Private Limited - GOLD

## ... AWARDS

### › SKILL DEVELOPMENT

#### #12. Skill Catalyst Award 2025 - Corporate

- Easy Fix - SILVER
- Hafele India Pvt Ltd - GOLD

#### #13. Skill Catalyst Award 2025 - Individual

- Preetpal Singh - SILVER
- Prasanth P - GOLD

### › KITCHEN DESIGN

#### #14. Kitchen Design Award 2025 - Completed (Classical)

- Shambhala - SILVER
- Sleek by Asian Paints - GOLD

#### #15. Kitchen Design Award 2025 - Completed (Modern)

- Sleek by Asian Paints - SILVER
- Spacewood Furnishers - GOLD

#### #16. Green Kitchen Design Award 2025 - Completed

- Cromatica - GOLD



## ...AWARDS

### #17. Kitchen Design Award 2025 – Concept (Classical)

- Studio En-Dwelling – SILVER
- Kutchina Homemakers – GOLD

### #18. Kitchen Design Award 2025 – Concept (Modern)

- Studio En-Dwelling – SILVER
- Wurfel Kuche – GOLD

## › LEADERSHIP

### #19. Person of the Year 2025

- Srikanth Iyer, HomeLane (Jury's Award)



# HIGHLIGHTS & MILESTONES

## › Growing International Engagement

The significance of India Kitchen Congress continued to grow in 2025, with thought leaders from multinational enterprises sharing international perspectives.

Presentations by Linn Roslund (IKEA South Asia), Selva Kumar Rajulu (Nolte FZE, Dubai), and Frank Prekwinkel (imos AG, Germany) underscored the conference's evolution into a globally relevant knowledge platform.

IKC is fast becoming a forum where Indian businesses gain insights to align with international trends and standards.

## › Driving Growth Through Strategic Industry Collaboration

At IKC 2025, the spotlight on skill development—through the Skill Catalyst Awards and Knowledge Partnership with FFSC—reflected the conference's larger role in advancing the industry.

By working with respected institutions to align on national priorities, IKC continues to serve as a trusted platform for collective progress.

As it evolves, IKC aims to collaborate with other apex bodies to shape strategies for sustainable growth, innovation, and talent development in the furniture and home improvement sectors.



## ... HIGHLIGHTS & MILESTONES

### › Design Track Debuts at IKC 2025

A standout feature of IKC 2025 was the debut of a full-stack Design Track, introduced as a permanent vertical of the conference.

With active participation from the Institute of Indian Interior Designers (IIID) and the Association of Designers of India (ADI), the track attracted design professionals across disciplines.

It featured expert-led masterclasses on kitchen experience centres, design sales techniques, and Indian kitchen design, establishing IKC as a must-attend forum for the design ecosystem.

### › CEO's Power Breakfast: Strategic Mentorship for C-Suite Leaders

A hallmark of IKC, the CEO's Power Breakfast is a curated, by-invitation gathering of industry leaders, offering focused mentorship on boardroom-critical themes.

At IKC 2025, Bijou Kurien—Chairman of the Retailers Association of India and advisor to several PE and VC funds—delivered a thought-provoking session titled 'Empowering Leaders to Succeed in the Journey of Growth'.

His 60-minute talk sparked strategic reflections on leadership, scale, and long-term value creation.



## ... HIGHLIGHTS & MILESTONES

### › A Defining Year for IKC Awards

The IKC Awards 2025 emerged as a defining moment at the conference, following the complete transition to an online judging process. This shift enhanced transparency and professionalism, triggering a surge in nominations.

For the first time, many applicants submitted entries across multiple categories, reflecting their growing aspiration for recognition and the Awards' rising stature.

The development underscored the Awards' role in shaping benchmarks for innovation, design, and skill development within the modular furniture industry.

### › Book Launch

The launch of **The Interior Designer's Sales Blueprint** by author and design leader Gopal Dwivedi was a standout moment at India Kitchen Congress 2025 because it put sales mastery—often the missing link in creative practice—firmly on the agenda.

Distilling years of studio experience into clear, repeatable frameworks for winning clients and pricing for profit, the book offered delegates immediate, actionable tools.

The event also underscored IKC's role as a launchpad for innovators and thought leaders who have the potential to transform the industry.



# EXHIBITION



The IKC Exhibition, in a cost-effective information-counter format, provided day long opportunities to brand owners for sharing information and building brand recall.

## › EXHIBITORS



(SOFTWARE)



(ADHESIVES)



(FURNITURE FITTINGS)



(FURNITURE FITTINGS)



(APPLIANCES)



(SOFTWARE)



(ADHESIVES)



Modular Kitchens & Wardrobes

(MODULAR KITCHENS  
& WARDROBES)



(SOFTWARE)



(FURNITURE COMPONENTS)



YOUR WORLD OUR PASSION

(MODULAR KITCHENS  
& WARDROBES)



(DOORS & SHUTTERS)



FURNITURE  
& FITTINGS  
SKILL COUNCIL  
कुशल • सक्षम • आत्मनिर्भर

(SKILL DEVELOPMENT)

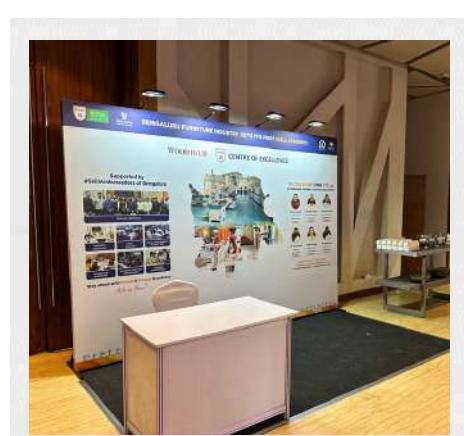
## › ORGANISERS

SOURCING HARDWARE

[www.sourcinghardware.net](http://www.sourcinghardware.net)

India Kitchen Congress is organised by Bracecorp Technologies Pvt Ltd, the publishers of Sourcing Hardware magazine since 1996.

Sourcing Hardware is India's leading news portal that reports on the building products and home improvement industry.



# WHITE PAPER

## A Practical, People-Centred Roadmap For India's Kitchen & Panel Furniture Ecosystem

### ➤ AT A GLANCE

#### MARKET SIGNALS

₹1.45 l cr (2021)  
→ ₹3.15 l cr (2026)  
\$17 b → \$37 b  
India furniture market

**4.59 lakh**  
459,000  
homes sold in 2024

**~3.3 lakh**  
330,000  
unit deliveries due in 2025

**~14-month**  
inventory overhang

**~31%**  
luxury's share of new  
housing supply

Source:  
Invest India  
ANAROCK

#### TOP PRIORITIES FOR NEXT YEAR

- Circular design and responsible materials.
- Deep, regional consumer insight (state-wise playbooks).
- Clear standards and compliant inputs (BIS/QCO).
- Real-estate partnerships and installation readiness.
- Phygital customer experience (consistent online→studio→install→service).
- Skilled manpower: hire, train, certify (designers, installers, store staff, shop-floor machine operators).

# ... WHITE PAPER

## › EXECUTIVE SUMMARY

IKC 2025 surfaced a shared message from industry leaders: build products that last (and can be repaired), design around the Indian consumer's diversity, raise the materials baseline with clear standards, ride the real estate upcycle with ready-to-scale formats, and deliver a seamless journey that blends online and offline (phygital).

This White Paper turns those ideas into **nine simple roadmaps with next-12-months actions and practical ways to track progress**.

## › WHERE THE MARKET IS HEADED—AND WHY NOW

Urbanisation, steady housing sales, improving retail formats, and digitalisation are pulling more Indian households into the organised kitchen and furniture market. Buyers, especially younger families, expect better storage, quieter hardware, healthier materials, and dependable service. This is the moment to standardise what works, fix what doesn't, and scale with confidence.

**MARKET SIZE AND OUTLOOK:** The domestic furniture market is expected to grow from US\$17 billion (₹1.45 lakh crore) in 2021 to US\$37 billion (₹3.15 lakh crore) in 2026, reflecting strong structural drivers in urbanisation, new household formation and formalisation. [Source: Invest India, 'The Furniture Industry Transformation', 2 Aug 2023].

Further, Invest India estimates the market to achieve US\$60 billion (₹5.10 lakh crore) by 2033.

**RESIDENTIAL REAL-ESTATE TAILWINDS:** According to ANAROCK Research, India's housing cycle is healthy: 4.59 lakh homes sold in 2024 (value ₹5.7 lakh crore, up ~16% year-on-year), prices rose 14–30% across major cities, and inventory overhang is at a low ~14 months. Luxury's share of new supply reached ~31% (22% in 2023), pointing to larger, better-equipped kitchens.

In 2025, ~3.3 lakh units are slated for delivery—a clear near-term demand engine for modular kitchens and built-in appliances. Listed developers have held a 9–16% market share for 20 quarters, aiding standardisation and scale.

# ... WHITE PAPER

## › NINE ROADMAPS INSPIRED BY IKC 2025 SPEAKERS

### #1. Put Sustainability and Circularity at The Core

- Design kitchens and furniture for a long life—and for repair, reuse, and recycling.
- Keep ‘democratic design’ in view: sustainable choices should be attractive, functional, and affordable.
- Strengthen a supplier ecosystem that can trace materials and align with credible standards, so progress toward net-zero isn’t a slogan but a plan.

**NEXT 12 MONTHS:** pilot two products designed for disassembly; keep a simple material passport for top SKUs; roll out a supplier code of conduct; start one energy- or water- efficiency project at a priority plant.

**HOW TO TELL IT’S WORKING:** more products with repairable parts; a higher share of recycled or renewable content; lower energy and water use per unit; more suppliers audited to your code.

### #2. Win on Deep Consumer Insight, Not Just Supply

- India is many markets in one. Cooking styles, languages, budgets, and home sizes change state by state.
- Create regional playbooks that tune layouts, price ladders, and communication to local realities.
- Build your omnichannel presence on top of this insight, not the other way around.

**NEXT 12 MONTHS:** make three state-wise range/format packs; refresh in-store storytelling to reflect local cooking; connect online leads to store appointments and measure every step.

**HOW TO TELL IT’S WORKING:** higher conversion and repeat business by state; faster lead-to-order cycles; more attachment of services (design, installation, care).

# ... **WHITE PAPER**

## **#3. Treat Materials and Standards as Growth Engines**

- Lift the baseline. Align inputs with Bureau of Indian Standards (BIS) and Quality Control Orders (QCOs).
- Prefer plantation-grown timber, modern process control, and third-party certification. This gives furniture makers predictable quality and reduces dependence on substandard imports.

**NEXT 12 MONTHS:** map every input to its BIS/QCO status and close gaps; run vendor-development sprints with panel makers; co-develop low-emission substrates with partners; maintain a material passport for top products.

**HOW TO TELL IT'S WORKING:** fewer defects; cleaner emissions profiles; a higher share of compliant, domestically sourced panels.

## **#4. Build for The Demand Cycle Linked to Real Estate**

- As homes get sold and handed over, kitchens become a priority purchase. Younger buyers expect larger, smarter, more efficient kitchens and integrated appliances.
- Work directly with developers where possible; standardise options so installation is faster and more reliable.

**NEXT 12 MONTHS:** agree pre-approved spec menus with two developer partners; plan installation capacity city-by-city; showcase premium kitchens in growth corridors.

**HOW TO TELL IT'S WORKING:** more developer-channel orders; higher average order value; shorter install lead times.

## **#5. Make 'Phygital' Your Moat**

- Customers move between online research, studio design, order, installation, and after-sales.
- Your brand promise must feel consistent at every micro-moment.
- Treat services and simple digital tools as part of the product, not an add-on.

## ... **WHITE PAPER**

**NEXT 12 MONTHS:** unify Customer Relationship Management (CRM) and service tickets for dealers; publish a clear ‘design-to-delight’ service promise; implement a co-creation software solution; give partners easy apps for orders and updates.

**HOW TO TELL IT’S WORKING:** faster resolutions; more first-time-right installations; higher post-install satisfaction and referrals.

### **#6. Raise The Bar in Manufacturing**

- Consistent quality comes from disciplined processes: the right CNC/edge-banding automation, inline quality checks, and simple, visual metrics on the shop floor.
- Lean habits and basic total productive maintenance reduce downtime and scrap.

**NEXT 12 MONTHS:** baseline your line efficiency; approve two automation ROI cases; upskill operators with role-based modules; track work-in-progress with barcodes.

**HOW TO TELL IT’S WORKING:** fewer defects and rework; higher throughput; more on-time deliveries.

### **#7. Get Export-ready and Build Resilient Supply Chains**

- Build to target-market norms on emissions, safety, packaging, and traceability.
- Dual-source critical inputs and design packaging for long journeys.
- Create quick-response capability for small-lot export orders.

**NEXT 12 MONTHS:** run a gap audit against two destination markets; improve packaging to cut damage; make a supplier risk heat-map and address the top three risks.

**HOW TO TELL IT’S WORKING:** higher audit pass rates; fewer in-transit damages; better export order fill rates.

# ... **WHITE PAPER**

## **#8. Spend Smarter; Boost Channel Productivity**

- Balance heavy showrooms with lighter formats—partner-led micro-stores, well-trained shop-in-shops.
- Use data to prune slow-moving SKUs and back winners.
- Align incentives so partners earn more when customers buy the right mix and receive great service.

**NEXT 12 MONTHS:** rationalise SKUs; create partner scorecards; pilot a lightweight format in two Tier-2/3 cities; test dynamic pricing on a narrow range.

**HOW TO TELL IT'S WORKING:** faster inventory turns; better return on space; healthier partner margins.

## **#9. Invest in People, Skills & Governance**

- Define roles clearly for designers, installers, store advisors, service technicians, production planners, and shop-floor machine operators (CNC, edge-banding, drilling, finishing).
- Adopt competency-based training and certification.
- Recognise and reward exemplars so good behaviour spreads.
- Put simple governance in place for ethics, safety, and environment.
- Add an in-house Skill Academy aligned with Furniture & Fittings Skill Council (FFSC) standards—role-based modules for designers, installers, store staff and shop-floor machine operators; Recognition of Prior Learning (RPL); assessor-led certifications; and a train-the-trainer programme for partners.

**NEXT 12 MONTHS:** create role-wise skill matrices; launch a skill academy with RPL; adopt a one-page governance checklist.

**HOW TO TELL IT'S WORKING:** more certified staff; lower attrition; safer sites; faster, cleaner installs.

# ... **WHITE PAPER**

## › **A SIMPLE PLAN FOR NEXT 12 MONTHS**

### **FOR BRANDS & RETAILERS**

- Publish three region-specific playbooks that cover range, layout, pricing, and storytelling.
- Make your ‘design-to-delight’ service promise visible to customers; measure every handoff across lead, design, order, installation and handover.
- Pilot two circular-design products and a basic repair/take-back option; track unit economics.

### **FOR MANUFACTURERS & SUPPLIERS**

- Close all compliance gaps against BIS and QCO requirements; create material passports for top products.
- Baseline line efficiency and cut rework by one-third using inline checks and simple process control.
- Co-develop low-emission, high-stability panels with a panel partner; run vendor- development sprints (4–8 weeks) to close quality and delivery gaps.

### **FOR CHANNEL PARTNERS**

- Use dealer apps for orders and service tickets; commit to ‘first-time-right’ installation goals.
- Work with tech-driven brands that offer Customer Relationship Management (CRM) integration, live design/configuration tools (including augmented reality), order-to-installation tracking with predictable Service Level Agreements (SLAs), and transparent data sharing on leads, parts and service.
- Partner with local chefs or creators to translate ‘democratic design’ into regional cooking stories.

# ... WHITE PAPER

## FOR ASSOCIATIONS & POLICYMAKERS

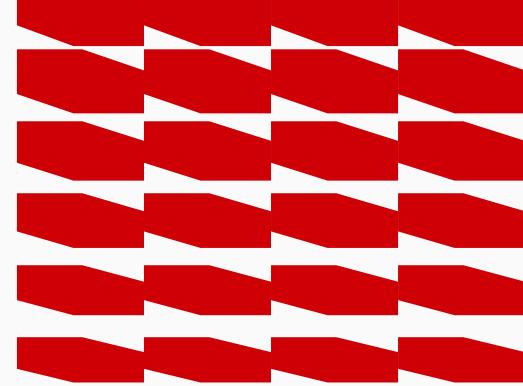
- Support shared test labs and training centres; promote plantation timber and circularity standards.
- Expand access to green finance for small and medium enterprises (SMEs) to upgrade energy, water and emissions performance, with outcomes tied to incentives.

## HOW WE'LL KNOW IT'S WORKING

- Growth and mix: average order value; share of premium lines; repeat and referral business; export share.
- Customer experience and operations: time from lead to order; on-time delivery; first-time - right installs; post-install satisfaction.
- Quality and compliance: defects per thousand units; audit pass rates; coverage against BIS/QCO requirements; emissions levels of materials.
- Sustainability: energy and water used per unit; share of recycled/renewable content; volume of products repaired or taken back.
- People: share of certified workforce; safety incidents; staff turnover; machinist productivity.

## ➤ CLOSING NOTE

IKC's role is to move the industry from 'good idea' to 'done'. The roadmaps above—rooted in the voices of our speakers and the realities of India's market—give every stakeholder a clear starting point. Pick two or three actions, measure them openly, and bring your lessons back to IKC. That is how our sector compounds learning, year after year, and how India builds kitchens and furniture that the world trusts.



# Thank you!

Thank you for taking the time to read this report. To know more about India Kitchen Congress, please don't hesitate to reach out to us.



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New Delhi, INDIA

India  
**Kitchen**  
CONGRESS

12TH EDITION

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**10 APRIL 2026**

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Delhi-Gurugram Highway, New Delhi