ISSUE 3

Furniture + Design
Marketplace

Brought to you by
World Furniture Expo | 8-9-10 DEC. 2026
Bombay Exhibition Center, Mumbai
A KNOWLEDGE INITIATIVE ENCOURAGED BY
CREATICITY PUNE
The Land of Furniture



THE GROUND WILL KEEP SHIFTING. YOUR BUSINESS DOESN'T HAVE TO BREAK.

A special note to owners and leaders of emerging and growing businesses in the furniture and interiors sector

> ***Time and time again, a business owner I meet tells me some version of the same sentence: "I used to be able to plan." A workshop that once ran on steady orders now rides on whatever the month or quarter brings. A supplier who never missed a date earlier now misses two. A customer who loved a design in March wants something else by June.***

There is a name for this climate. ***The futurist Jamais Cascio calls it BANI: Brittle, Anxious, Non-linear, Incomprehensible.*** It is much less a forecast of the times than a description of what many of us already feel on the shop floor and in the showroom. This year it is the theme of the Home & Home+ Conclave, from Jodhpur to Mumbai to Bengaluru and Hyderabad. Here is what I take from it for the people who build this industry from the ground up.



DR. MAHESH M
Convenor,
Home & Home+
Conclave

BRITTLE

Feels Strong Until It Suddenty Snaps.
Jo Jhukta Nahin, Woh Tootta Hai.

Many good businesses are brittle in quiet ways: one large customer, one key supplier, one master craftsman, one owner who holds every decision. Nothing is wrong, until something is. Thriving here is not about becoming bigger. It is about becoming bendable if there is a word like that.

Ask yourself

- If my largest customer paused for 90 days, what happens?
- If my best karigar left, what stops?
- If my key supplier missed two deliveries, who else can I call?
- If I were away for a month, who decides?

Then fix one thing at a time, and this doesn't come easy. A second source for your critical material. A written process for what lives only in some-one's head. A cash reserve counted in months of salaries, not in hopes and luck. A trusted second voice in every major decision, beyond your own.

> ***"Wind extinguishes a candle and energizes fire."***
> — Nassim Nicholas Taleb, wrote in Antifragile, think about it..



THRIVING IN BA

A KNOWLEDGE INITIATIVE ENCOURAGED BY

CREATICITY PUNE | The Land of Furniture

ANXIOUS

Decide From A Position Of Clarity, Not Urgency
Chinta Nahin, Chintan Karo.



When every morning whatsapp message feels more like a threat, owners end up either freezing or fighting, and both are expensive. The remedy for such situations is not being optimistic. It is knowing and realising what you are actually deciding.

Sort every worry into one of four columns:

- ***Control:*** what you can change this month/quarter
- ***Influence:*** what you can shape this half year/year
- ***Watch:*** what only you can observe, daily
- ***Drop:*** whatever is loud noise and deserves no energy from you,the moment you feel it is noise.
- ***Spend:*** more of your energy in the 'Control' and 'Influence' action words. I am very fond of my recent realisation 'Small is indeed Big' when it comes to work and life. placing small yet reversible bets beat large but anxious leaps.

The opinions and insights expressed here are intended to provide general information about the furniture industry based on qualitative observations and industry trends and not driven by quantitative data.



THE 6TH EDITION OF
Home & Home+
CONCLAVE® 2026
7 DEC. 2026
The Grande, NESCO
Mumbai
www.homeconclave.com

BANI TIMES

NON-LINEAR

When Things Leave The Expected Path.
Raaste Hamesha Seedhe Nahin Hote.

Last year's pattern no longer predicts this year's orders. A new standard, raw-material price rise, a change in how your customer's market shops, a single review on a phone - any or all of these can send things somewhere nobody expected. Straight-line budgets struggle here.

What can we do in such situations.

- Plan in ranges, not single defined numbers
- Keep options open for longer and wider than earlier
- Review more often than the calendar demands
- Be alert and watch early signals: enquiries, returns, lead times, reviews

In fact, more often than not, the business owners doing well are not better at predicting, rather they are quicker at noticing and faster at adjusting and adapting.

"The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday's logic."

— Peter Drucker said, and it remains timeless advice.



INCOMPREHENSIBLE

Make Sense Together, Or Does It?
Ek Aur Ek Gyarah.

Sometimes the numbers don't seem to add up and we are left wondering what the reasons could be. The answer does not lie in a complicated spreadsheet or a well-made presentation. It lies with a better conversation, open and vulnerable ,with peers who are one step ahead, or even one step to the side. Sense-making is a team sport, yet many owners choose to play it alone, late into the night in the office, with a problem nobody around them has faced.

What the times are asking for

Change has become faster and wider, and the owners /leaders of emerging and growing businesses now carry decisions that once happened in series and with predictability. Large companies have boardrooms, advisors and leadership programmes. The owners of a growing workshop or showroom often have an accountant, a banker and the small comfort of the family dinner table. And these businesses comprise over 90% of our sector, they form our bulk and we need to be conscious of their pains and progress. To each one of them ,the need of the BANI times is simple to state and hard to find. And some questions keep returning:

- Where and When does an owner step back for a few days, among peers from the same trade, and look inwards at how he leads?
- Who walks alongside him/her, month after month, as he /she puts it into practice?
- Who helps with untying a specific knot: pricing, succession, a second plant, a distributor or a new channel?
- Where and How can he/she simply listen, share and exchange?

If any of these questions made you pause, hold on to that pause. You may hear more soon. On 7 December, the national Home & Home+ Conclave in Mumbai takes up this theme with 150 owners and leaders from the sector. Come, listen, and bring a question. Until then, try one exercise: write down your three most brittle points and fix the smallest one. The ground may keep shifting. We can learn to move with it. And make it a point to visit WOFX, arguably the single dedicated exhibition for the furniture fraternity of India and beyond, where quality and substance outweigh volume and crowds.

REGISTER TO

India's most Insightful Furniture and Interiors Forum

THE 6TH EDITION OF

Home & Home+ CONCLAVE® 2026

7 DEC. 2026

The Grande, NESCO

Mumbai

www.homeconclave.com

THRIVING IN

BANI

TIMES

A KNOWLEDGE INITIATIVE ENCOURAGED BY

CREATICITY PUNE

The Land of Furniture

SCAN HERE TO REGISTER

HOSTED BY

WOFX World Furniture Expo | 8-9-10 DEC. 2026

Bombay Exhibition Center, Mumbai

VISIT THE BRAND TRADE SHOW OF THE FURNITURE INDUSTRY

WORLDEX INDIA

www.worldexindia.com

WOFX World Furniture Expo

wofxworldexpo.com

8-9-10 DEC. 2026

Bombay Exhibition Center

M U M B A I

REGISTER

SCAN SELECT FILL & RECEIVE

Your Login Credential On Your Registered Email Id To Access Your Buyer Dashboard

MANY REASONS TO VISIT ...

ONE FOCUSED B2B TRADE SHOW

3+1 Industry Gathering: One Day **Conclave** and Three days **B2B** Exhibition

Made-in-India Showcase featuring **BIS ready Brands** & Manufacturers

Explore **Dealership, Retail and Franchise** Opportunities

Meet Leading Indian & International **Furniture Brands**

Curated **Business Matching Program**

World Furniture Expo

DOWNLOAD THE WOFX APP

Available on the App Store

GET IT ON Google Play

Disclaimer: The information contained herein is for general information purposes only and does not constitute professional advice. The publisher is not responsible for any actions taken by the reader based on the information provided. ***This publication is intended for private circulation only.***