The State of Manufacturing in India

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Date: June 2025

This project brings together insights from six conversations I had with leaders across different manufacturing sectors in India. I wanted to understand how their companies actually run on the ground — what challenges they face, how technology fits into their work, and how they see their industries changing. These interviews gave me a better sense of how manufacturing is evolving in India, both in terms of scale and the kind of thinking that drives it.

Companies Featured:

- **Dorset Locks –** Mr. Saurabh Bansal (Director, Security Hardware and Locks)
- **India Gate (KRBL) –** Mr. Akshay Gupta (Head of International Business, Agri-Processing)
- **Breathe Easy –** Mr. Barun Aggarwal (Founder & CEO, Indoor Air Quality Solutions)
- **Fieldking (Beri Udyog Ltd.) –** Mr. Karan Beri (Executive Director, Agricultural Machinery)
- **Crystal Crop Protection –** Mr. Ankur Aggarwal (Managing Director, Agrochemicals)
- **Kent RO Systems –** Mr. Varun Gupta (Director, Water Purification and Smart Appliances)

Dorset Locks – Mr. Saurabh Bansal (Hardware and Security Solutions)

I had the opportunity to speak with Mr. Saurabh Bansal, Joint Managing Director at Dorset Locks. Dorset is one of India's leading companies in the locks and architectural hardware space. I was interested to understand how a business like this adapts to modern manufacturing challenges and how they're using technology to stay competitive. It also felt special to hear from someone who, as Mr. Saurabh Bansal himself said during our conversation, built the business "step by step, brick by brick."

Q1: How has Dorset's manufacturing changed over the years?

Mr. Saurabh Bansal: "Shuruat mein sab manual hota tha. Haath se kaam hota tha, precision utna nahi tha. But now, things have changed a lot. CNC machines, laser cutting, and even basic automation have come in. Haryana waale plant mein humne kaafi upgrade kiya hai. Technology ke saath kaam easy bhi hota hai aur uniformity bhi aati hai. Simple door lock bhi ab multiple iterations se guzarta hai before we approve it. Aaj hum lock nahi, bharosa manufacture kar rahe hain."

(Translation: In the beginning, everything was manual. Work was done by hand, and there wasn't much precision. But now things have changed. We've added CNC machines, laser cutting, and automation in our Haryana plant. With technology, work becomes easier and more uniform. Even a simple lock goes through many versions before it's finalised. Today, we don't just make locks, we manufacture trust.)

When I asked if traditional processes were still used anywhere, Mr. Saurabh Bansal smiled and said, "Kuch cheezein purani hi achhi lagti hain." It was clear that while technology drives scale, there's still a deep respect for the craftsmanship that built the company's foundation.

Q2: The market seems flooded with small players. How does Dorset stay ahead?

Mr. Saurabh Bansal: "Sahi kaha aapne. Market mein competition toh hai, aur local players ke rates bhi kam hote hain. Lekin humne hamesha quality pe focus kiya hai. Jo cheez chale saalon tak, wohi asli product hota hai. R&D apna in-house hai, testing labs bhi. Aur humara distribution kaafi strong hai. Agar customer ko dikkat ho, toh hum turant response dete hain. After-sales ka bharosa hona zaroori hai. Dekhiye, jo dikhta hai woh bikta hai, lekin agar kaam na kare toh koi baar baar nahi lega."

(Translation: You're right. There's a lot of competition in the market, and local players often sell at lower prices. But we've always focused on quality. A product that lasts for years is the real deal. We have our own in-house R&D and testing labs. Our distribution is very strong. If a customer faces any problem, we respond immediately. After-sales support is essential. As they say, what is seen sells, but if it doesn't work, no one will buy it again.)

Later in our chat, he added that some customers still come back with locks they bought fifteen or even twenty years ago. "Unhone kaha, 'Yeh Dorset ka lock hai, abhi bhi chal raha hai'," he recalled proudly.

Q3: Has the “Make in India” initiative helped your company?

Mr. Saurabh Bansal: "Bilkul. Hum toh pehle se hi India mein bana rahe the, par ab sarkar ka support milne laga hai. Jammu mein hum ek nayi factory set kar rahe hain under industrial scheme. Thoda paperwork aur approvals time lete hain, par overall kaafi support mila hai. Infrastructure aur subsidies dono madad karte hain. Pehle investment se darr lagta tha, ab thoda confidence aata hai."

(Translation: Absolutely. We were already manufacturing in India, but now we’re getting proper government support. We’re setting up a new factory in Jammu under an industrial scheme. There’s some paperwork and time involved, but overall we’ve received good support. Infrastructure and subsidies are helping. Earlier we used to hesitate with big investments, but now we feel more confident.)

He mentioned that the team visits the new site almost every week. “Nayi factory sirf ek building nahi hai, it’s a long-term commitment,” he said. That struck a chord with me, because it reflected a mix of business strategy and emotional investment.

Q4: What kind of challenges do you deal with in manufacturing?

Mr. Saurabh Bansal: "Raw material ke rates kabhi bhi badh jaate hain. Brass, zinc – sab kaafi fluctuate karte hain. Shipment delay ho jaye ya vendor ka issue ho toh poora line ruk sakta hai. Uske alawa skilled labour milna mushkil hota jaa raha hai. Isiliye hum apne plant mein training dete hain. ITI wale bacchon ko uthake proper skills sikhate hain. Kaam sikhane mein waqt lagta hai, lekin jab seekh jaate hain, toh wohi asset ban jaate hain."

(Translation: The prices of raw materials like brass and zinc keep fluctuating, which affects us. If shipments are delayed or there's a vendor issue, the whole line can get stuck. Also, finding skilled labour is becoming more difficult. That’s why we provide in-house training. We pick up ITI students and train them with proper skills. It takes time to teach, but once they learn, they become our biggest strength.)

He also told me about a machine operator who joined fresh from ITI and now heads a small team. “Usne lagan se kaam seekha. Aaj woh naye bachon ko training deta hai,” he said with pride.

Q5: You’ve recently entered the smart lock space. How are you managing that shift?

Mr. Saurabh Bansal: "Naye zamane ka demand hai smart locks ka. Customers chahte hain fingerprint ya Bluetooth-enabled products. Humne ek dedicated unit banaya hai jo sirf digital locks pe kaam karta hai. Software aur hardware ka combo banana easy nahi hota. But humne kuch parts outsource kiya aur final assembly khud karte hain. Testing bhi strict hai. Hum simulate karke dekhte hain ki break-in possible hai ya nahi. Naye zamane ke products hain, par principles wahi purane hain – quality aur bharosa."

(Translation: Today’s generation demands smart locks. People want fingerprint or Bluetooth-enabled devices. We’ve created a dedicated unit that only works on digital locks. It’s not easy to combine hardware and software. We outsource a few parts but do the final assembly ourselves. We also run strict testing, even simulate break-ins to check security. These may be modern products, but our principles remain the same – quality and trust.)

He added with a laugh, “Customer ko feel hona chahiye ki ghar secure hai, warna pura tech bekar ho jaata hai.” That balance between innovation and trust felt very real.

Q6: Any advice for someone like me, interested in manufacturing and business?

Mr. Saurabh Bansal: "Dekho, manufacturing glamorous nahi hoti, par real business wahi se hota hai. Product kaise banta hai, process kya hota hai – yeh sab samajhna zaroori hai. Factory jao, logon se baat karo. Business sirf Excel sheet nahi hota. Jab tak ground reality nahi samjhoge, tab tak asli seekh nahi milegi."

(Translation: Manufacturing isn't glamorous, but that's where real business begins. You need to understand how a product is made, what the process involves. Go to factories, talk to workers. Business is not just about Excel sheets. Until you understand the ground reality, you won't truly learn.)

My Analysis:

This conversation with Mr. Saurabh Bansal gave me insights into how small efficiency improvements and investments in machinery can improve consistency and scale in manufacturing. His example of CNC upgrades and the new plant in Jammu directly connects to capital deepening and fixed investment as a driver of productivity. I also understood how building a trusted brand helps overcome fragmentation in a market dominated by unorganized players. From an economics point of view, Dorset is creating value by improving product quality, reducing information asymmetry, and achieving economies of scale. His discussion on raw material fluctuations and training in-house labour reflects both cost-side pressures and supply-side responses. Overall, it showed me how micro-level manufacturing decisions relate to broader industrial policy, employment generation, and long-term competitiveness.

But more than anything, it was the way Mr. Saurabh Bansal spoke that stayed with me. It wasn't a rehearsed corporate interview – it felt a conversation, like someone sharing real experience. This made me more curious about operations and how businesses scale while still staying human.

India Gate – Mr. Akshay Gupta (Agri-Processing and Exports)

I had the chance to speak with Mr. Akshay Gupta, who leads the exports division at KRBL Ltd, the company behind India Gate Basmati Rice. Known as one of the world's largest exporters of basmati rice, KRBL has been instrumental in shaping India's image as a premium rice exporter. I wanted to learn how they've maintained consistency in such a competitive, agricultural-dependent sector.

Q1: India Gate is a household name. How do you maintain consistency in quality when working with so many farmers?

Mr. Akshay Gupta: "Sabse important hota hai source pe control. We have tie-ups with thousands of farmers, mostly in Punjab and Haryana, jahan asli basmati ugti hai. Hum unko seeds provide karte hain, aur poori crop cycle mein guidance dete hain – fertiliser se leke harvesting tak. Aise hi nahi ek grain India Gate banta hai."

(Translation: The most important thing is control at the source. We tie up with farmers in the core basmati regions and guide them through the entire crop cycle. That's how every grain becomes worthy of being called India Gate.)

Q2: With agricultural output being so uncertain, how do you plan manufacturing and exports?

Mr. Akshay Gupta: "Yehi toh challenge hai. Basmati rice aging ke baad hi behtar hoti hai, toh hum inventory hold karte hain. Kabhi kabhi ek saal tak. Demand aur mandi dono ko balance karna padta hai. Export ke liye har country ka regulation alag hota hai. US, EU, Middle East – sabki pesticide norms alag hain. Isiliye humara quality control aur documentation strong hai."

(Translation: That's the main challenge. Basmati actually improves after aging, so we hold stock sometimes for a year. We have to balance market demand and price cycles. Every export market has its own rules, so our documentation and lab testing are very strict.)

Q3: What role does technology play in your agri-processing?

Mr. Akshay Gupta: "Bahut bada role. Humare milling plants automated hain. Optical sorters lagaye hain jo daane ki size aur rang check karte hain. Warehouse mein IoT sensors hain jo temperature aur humidity track karte hain. Farmer side pe bhi hum ek mobile app chala rahe hain, jismein unko weather aur farming tips milti hain."

(Translation: Technology plays a huge role. Our mills are automated, with optical sorters checking size and colour. Our warehouses use IoT sensors. Even on the farming side, we've launched an app to give farmers weather updates and advice.)

Q4: How does the brand manage to retain value despite cheaper alternatives in the market?

Mr. Akshay Gupta: "Dekhiye, hum quality ke liye jaane jaate hain. Local brands ya unorganized players lower price de sakte hain, but unka consistency nahi hota. India Gate ke customer ko pata hai ki har baar jo daana milega, woh lambe size ka, aromatic aur safed hoga. Yeh ek promise hai jo hum todte nahi hain."

(Translation: We are known for our quality. Local or unbranded rice might be cheaper, but they can't match consistency. An India Gate customer knows the grain will always be long, white, and aromatic – that's our promise.)

Q5: Any thoughts on how government policy has impacted your growth?

Mr. Akshay Gupta: "Policy kaafi help karti hai – especially with export incentives aur agri-processing infra ke liye schemes. But kabhi kabhi restrictions bhi aa jaati hain, jaise MEP (Minimum Export Price). Humein chahiye ki policy long-term ho aur predictable ho, taki hum planning kar sakein."

(Translation: Policy helps a lot, especially with export incentives and infrastructure schemes. But sometimes restrictions like Minimum Export Price (MEP) cause uncertainty. We need long-term, predictable policies for better planning.)

My Analysis:

Speaking with Mr. Akshay Gupta helped me understand the intersection of agriculture and manufacturing in a real, export-driven business. Holding aged rice as inventory is a working capital-intensive decision but improves quality, which ties into long-term brand positioning and price inelasticity. KRBL's control over farmers and tech-enabled sorting shows how upstream integration and capital investment help achieve consistent product standards. Their situation reflects the risks of commodity-based businesses—exposure to weather and regulation—but also shows how operational excellence and branding convert a volatile input into a premium export. Their global compliance work demonstrates how non-tariff barriers can influence firm-level strategy.

Breathe Easy – Mr. Barun Aggarwal (Indoor Air Quality and Clean-Tech)

Breathe Easy is a Delhi-based clean-tech company focused on improving indoor air quality through customised air purification systems. It works across residential, commercial, and institutional spaces, offering solutions that combine engineering, environmental science, and health awareness. From filter module design to sensor integration, the company approaches clean air not just as a product but as a measurable, essential service. Mr. Barun Aggarwal, the founder and CEO, launched the company in 2012 after recognising the urgent need for indoor air quality solutions in Indian cities.

Q1: How did you decide to move into indoor air quality as a business?

Mr. Barun Aggarwal: "It actually began during a sabbatical I took in 2012. I had gone to the mountains for a break — and while I was there, I kept thinking about how refreshing the air was. Clean, crisp, natural. Then when I came back to Delhi, the contrast hit me hard. Why should good air only be available in the hills? Sabko toh saaf hawa milni chahiye. That's when the idea really started forming. Around the same time, my son had some breathing issues — nothing too serious, but it pushed me to look deeper into indoor air quality. What I found was quite shocking. Offices, schools, even our own homes had pollutant levels that were off the charts. Nobody was really talking about it. That's when I decided I had to do something — and Breathe Easy started from that thought. The early days were tough. We had to literally convince people that the air inside their homes was polluted. We started with pilot projects in a few buildings, did proper AQI monitoring before and after. Once clients saw the results for themselves, they began to believe."

Q2: What does manufacturing look like at Breathe Easy? Are you building everything in-house?

Mr. Barun Aggarwal: "We manufacture specific modules like retrofit filter casings and metal ducting panels for large buildings. These are customised and assembled locally. But we're not a product company in the traditional sense – we integrate the best available filters, fans, and sensors into our projects. When off-the-shelf products don't work, we build our own. Clean air is our goal, and how we get there depends on the site and the problem. We also co-develop low-cost sensors and smart monitoring tools with Indian suppliers."

Q3: Has awareness of air quality grown enough to support manufacturing growth in this space?

Mr. Barun Aggarwal: "There's been a huge shift in the last five years. Especially post-COVID, filtration and ventilation became mainstream topics. We've worked with embassies, hospitals, even schools – all are now investing in better air systems. Having said that, we're still scratching the surface. Most of India still thinks air purifiers are a luxury. It's getting better, but we need mass awareness and maybe even regulation. Logon ko lagta hai ki agar dikhta nahi hai toh khatra bhi nahi hai."

Q4: What are the toughest parts of running a clean-tech manufacturing operation in India?

Mr. Barun Aggarwal: "Supply chains can be unpredictable. Some filter media and sensors still have to be imported. Then there's seasonality – demand spikes in winter when pollution is visible, and slows down after. That makes it hard to plan production. On top of that, there's very little standardisation. We end up educating architects, builders, even regulators about basic IAQ principles. But we've seen change. Schools and offices now budget for clean air just like they budget for lighting or furniture."

Q5: What’s next for Breathe Easy?

Mr. Barun Aggarwal: "We’re focusing on making indoor air quality measurable and manageable – just like electricity or water. Our monitoring dashboards are getting smarter. We’re also trying to build more affordable systems for tier-2 cities. It’s not enough to serve just the elite. Ultimately, our vision is to make clean air a default, not a privilege. We’ll keep manufacturing what we must, and integrating the rest. As long as the outcome is clean air, we’re doing our job."

My Analysis:

Breathe Easy’s model shows how even service-oriented sectors can require a strong manufacturing backbone. Their customised fabrication work reflects high-mix, low-volume production – a feature of advanced manufacturing. The firm's focus on solving local problems using a combination of imported and domestic inputs links directly to import substitution and adaptive supply chains. Their reliance on awareness-building aligns with the idea of market development as a precursor to scale. The business is also a reminder that demand in environmental sectors can be cyclical and policy-dependent, and that long-term viability often hinges on education and ecosystem partnerships rather than just price or volume.

Fieldking – Mr. Karan Beri (Agricultural Machinery)

Fieldking is a leading Indian manufacturer of agricultural implements, operating under Beri Udyog Ltd. Based in Haryana, the company produces a wide range of products such as rotavators, cultivators, seed drills, harvesters, and balers. Fieldking exports to over 100 countries and is known for combining farmer feedback with engineering innovation. I spoke with Mr. Karan Beri, Executive Director, about what it takes to grow a farm equipment manufacturing business in India and abroad.

Q1: How did Fieldking start, and what were the early challenges?

Mr. Karan Beri: "My father started this company in 1978 with a very basic plough. He always said, 'kisan ki jeet, desh ki jeet', and that stayed with us. In those days, everything was built in-house, mostly with simple tools. Our first big challenge was building trust. Once local farmers saw that our equipment lasted longer and needed fewer repairs, word spread. Slowly, we expanded to nearby states and then eventually internationally."

Q2: What does the manufacturing process look like today?

Mr. Karan Beri: "It's very different from when we started. Today, we have modern plants with CNC machines, robotic welding, powder coating lines – all designed to ensure durability and consistency. Our product testing labs simulate field conditions, so we know how each implement will perform before it ever reaches a farm. We manufacture over 100 different models today, and many of those are customised for different crops and terrains."

Q3: How do you ensure quality across so many products and countries?

Mr. Karan Beri: "We follow a total quality management approach. Every batch is inspected. If one machine fails, it can ruin a farmer's entire season. So quality is non-negotiable. We also get feedback from dealers and farmers globally and incorporate it into design updates. Our after-sales service is another reason buyers trust us – we provide training, manuals, and support in all export markets."

Q4: What's the biggest constraint to manufacturing growth in your sector?

Mr. Karan Beri: "The biggest challenge is seasonal demand. Indian agriculture depends heavily on the monsoon. During sowing and harvesting season, demand peaks. Then it slows down. That makes it hard to plan factory utilisation year-round. We offset that by exporting to countries with different cycles and also by diversifying into municipal equipment. Skilled labour is also a constraint, but we've started training programs and in-house apprenticeships to bridge that gap."

Q5: What is your outlook on innovation and future trends in agri-equipment?

Mr. Karan Beri: "Farmers are becoming more data-driven. We're working on smart implements that can monitor soil conditions and planting accuracy. GPS-enabled precision farming tools are in development. We're also designing modular tools so farmers with smaller holdings can do more with fewer machines. The future of farming is tech-integrated, but the real challenge is to keep it affordable. Our goal is to make innovation usable at the grassroots level."

My Analysis:

Fieldking represents a strong case of how India’s MSME sector can scale through a combination of product specialisation, automation, and export strategy. Their response to seasonal domestic demand via geographic diversification shows adaptive capacity. Their investment in quality infrastructure and farmer-driven feedback loops positions them well in a sector where downtime equals direct economic loss. Importantly, the company's move toward smart implements points to India’s gradual entry into precision agriculture – a transition that may improve total factor productivity in farming if cost structures remain inclusive.

Crystal Crop Protection – Mr. Ankur Aggarwal (Agrochemicals)

Crystal Crop Protection is a key player in India's agrochemical sector, manufacturing insecticides, herbicides, fungicides, and other crop protection products. The company also works closely with farmers through its advisory services and distribution network. I spoke with Mr. Ankur Aggarwal, Managing Director, to understand how Crystal is navigating manufacturing, sustainability, and innovation in a regulated and essential industry.

Q1: How did Crystal Crop get started and what's the company's mission today?

Mr. Ankur Aggarwal: "Crystal ka safar ek chhoti si trading company ke roop mein shuru hua tha 80s mein. Humne dheere-dheere manufacturing start kiya kyunki humein laga ki India mein quality crop protection products ki kami hai. Aaj humara mission simple hai – kisaan tak sahi samay par, sahi product pahunchana. Hum chahte hain ki har farmer ko reliable aur affordable solution mile, bina quality compromise kiye."

(Translation: Crystal started in the 1980s as a small trading company. We slowly moved into manufacturing because we saw a gap in quality crop protection products in India. Our mission today is simple – to deliver the right product to the farmer at the right time, without compromising on quality.)

Q2: What kind of manufacturing operations do you manage in-house?

Mr. Ankur Aggarwal: "Hum apne formulations khud banate hain. Kai plants mein emulsifiable concentrates, suspension concentrates, aur granules banaye jaate hain. Safety ke liye har process ko automate karne ki koshish kar rahe hain. Humein pata hai ki agrochemical manufacturing risky hoti hai, isliye humne har plant mein advanced effluent treatment aur emission control systems lagaye hain."

(Translation: We formulate all our own products. Our plants make different types of chemical solutions and granules. Since agrochemical manufacturing can be hazardous, we're trying to automate as many steps as possible. Every factory has advanced systems to manage emissions and waste.)

Q3: Regulations are tight in this industry. How do you keep up?

Mr. Ankur Aggarwal: "Sahi kaha aapne. Har desh ke apne norms hote hain. EU, LATAM, Africa – sab alag documentation maangte hain. Isliye humari regulatory team kaafi strong hai. Hum R&D mein bhi invest karte hain taaki naye combinations aur safer formulations ban sakein. Aaj ka farmer bhi educated hai – woh bhi poochta hai ki product green hai ya nahi."

(Translation: You're right. Every country has its own regulatory norms. That's why we've built a strong regulatory team and invest in R&D to create new and safer formulations. Today's farmers are also more aware – they ask whether a product is environmentally friendly or not.)

Q4: How do you train farmers and manage outreach?

Mr. Ankur Aggarwal: "Humare field officers ground pe kaam karte hain. Gaon-gaon jaake demos dete hain, aur mobile vans ke through awareness badhate hain. Kahi jagah hum 'Farmer Din' organize karte hain jahan log aake product ke baare mein pooch sakte hain. Hamara maanna hai ki sahi training hi safalta ki kunji hai."

(Translation: Our field officers work on the ground, going village to village with product demos and mobile awareness vans. In some areas, we organise ‘Farmer Days’ where people can ask questions directly. We believe proper training is the key to success.)

Q5: What’s your vision for Crystal Crop in the coming years?

Mr. Ankur Aggarwal: "Hum chaahte hain ki Crystal ek full agri-solutions company ban jaaye – na sirf pesticide, par seed aur equipment bhi. Export bhi expand kar rahe hain – aaj 40+ desh mein products jaate hain. Par sabse important hai ki hum har farmer tak pahunchein – chhote se chhote gaon mein bhi. Tabhi asli impact hoga."

(Translation: We want Crystal to become a full agri-solutions company – not just pesticides, but seeds and equipment too. We’re also expanding exports – today, our products reach over 40 countries. But most importantly, we want to reach every farmer, even in the smallest villages. That’s when we’ll truly make an impact.)

My Analysis:

Crystal Crop’s approach demonstrates how Indian manufacturers can scale within highly regulated sectors through localised knowledge and compliance-driven innovation. Their automation efforts and waste management reflect how sustainability goals are being internalised by modern agrochemical firms. The use of field-level demos and direct farmer outreach represents grassroots marketing as a tool for market penetration. Their movement toward vertical integration mirrors trends in agribusiness globally, positioning them for long-term resilience as input demand and climate pressures evolve.

Kent RO Systems – Mr. Varun Gupta (Water Purification and Smart Appliances)

Kent RO Systems is one of India's most recognisable brands in the home appliance space, particularly for pioneering reverse osmosis (RO) water purification. Over time, the company has expanded into air purifiers, kitchen appliances, and smart security devices, while keeping health and safety at the core of its brand. I spoke with Mr. Varun Gupta, Director at Kent, about their manufacturing journey and how they're building products that meet both Indian needs and global standards.

Q1: Kent is often credited with making water purifiers mainstream in India. How did that happen?

Mr. Varun Gupta: "It started with a simple need. My father built the first RO purifier at home because we were falling sick from contaminated water. At the time, nobody in India was talking about reverse osmosis for homes. We saw an opportunity and decided to manufacture it properly. Initially, it was tough – there was no market and very little awareness. We had to create demand from scratch. But slowly, people began to see the benefits and trust the brand."

Q2: What does your manufacturing process look like today?

Mr. Varun Gupta: "We have a large facility in Roorkee where most of our products are made. Over the years, we've integrated plastic moulding, filter assembly, and final testing all in one place. A lot of components, especially for IoT devices, still come from abroad, but we try to localise as much as we can. Every unit that leaves the line is tested for flow rate, filtration, and safety. That consistency is what makes customers stay with Kent."

Q3: Kent now makes much more than just water purifiers. What drives that diversification?

Mr. Varun Gupta: "At the centre of it is health and safety. We introduced air purifiers as pollution levels rose in cities. Then came kitchen appliances that support hygiene and healthy eating. And now, with Kent CamEye and other smart products, we've moved into home and personal safety. The idea is – if people already trust us with clean water, they'll trust us with other essentials too. The brand gives us a platform to explore new categories."

Q4: What are some key challenges in manufacturing these products in India?

Mr. Varun Gupta: "We face two main challenges – sourcing and scale. Electronic components are not all made in India, so we rely on international supply chains, which can be risky. The second challenge is keeping costs reasonable while maintaining quality. A water purifier has to work for years without issues – there's no room for shortcuts. We invest in process control and workforce training to meet that expectation."

Q5: What's your outlook for Kent in the next few years?

Mr. Varun Gupta: "We'll keep expanding our smart product line, and hopefully, manufacture more of those components here. We're also looking at exports more seriously. Our products are already sold in countries like Nepal and Bangladesh, and now we're exploring Middle East and Africa. But the main goal remains the same – to make health technology affordable and reliable for Indian households."

My Analysis:

Kent's growth shows how market creation, rather than just market entry, can be a key strategy in emerging economies. Their shift from one essential (water) to a portfolio of health-focused appliances demonstrates how brand equity can support horizontal diversification. The company's in-house integration of moulding, assembly, and testing reflects process consolidation and vertical coordination – key features of efficient manufacturing systems. Their challenges around component sourcing highlight India's broader reliance on imported electronics, but also its potential as firms begin to localise. Kent's model underscores the long-term value of quality consistency in consumer durables.