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CRISTIAN ZUZUNAGA CHEVALIER EDITION

[Report]



The Strongest Family Ties

Jaipur Rugs is more than the largest rug exporter in India, it is a business built upon strong values that many could learn from

It is not a secret that carpet-making is booming in India. With other traditional carpet-making nations having structural, political or economic problems thwarting the viability of making handmade carpets for export, India has become the first port of call for many carpet-making firms across the world.

There are many tales of success that could be used as a metaphor for this burgeoning market, each in their own way showing different aspects or levels within the industry

that is now responsible for the employment of hundreds of thousands within the Subcontinent. Yet on closer inspection there is one company that can be seen as a microcosm of the Indian industry at large and also as a model for how in an ideal world rugs can be made.

Jaipur Rugs has only been incorporated since 2006 but its owner Nand Choudhary has been involved in rugs for about 40 years. Having bought and set up his loom as a youth, his entrepreneurial spirit soon added several more to

01 *Schooled Aegean Blue* hand-tufted rug from Jaipur Rugs' Coastal Living Collection

02 The Chaudhury family, all of whom work at Jaipur Rugs

03 *Hula* in cocoa brown, handwoven hemp

04 *Calypso* handwoven natural hemp

his fledgling business. Soon he was drawn to develop a carpet export firm in Jaipur with his brother in 1986 (they went their separate ways in 1999) and Jaipur since 2006 has become the largest exporter of handmade rugs from India today.

Indeed on average Jaipur has witnessed growth of around 40% per annum in revenue until a year of consolidation during this more difficult period. This growth could easily be explained via reference to its organisational structural, division of responsibilities to three separate business entities, control of supply and quality, maximising its own capital structure etc but the simple and most honest explanation is that the company's ethos is unique, since at all levels it is a reflection of the strong sense of social responsibility of the family.

Chaudhary's four children work in key roles within the business and the trust, respect, dedication and care that ones expects in a family run throughout the relations with the 40,000 weavers with whom the firm



Chaudhary's four children work in key roles within the business and the trust, respect, dedication and care that ones expects in a family run throughout the relations with the 40,000 weavers with whom the firm has weaving contracts and its 300 fulltime employees



has weaving contracts and its 300 fulltime employees. They are split between Jaipur Rugs, Jaipur Rugs USA (distribution), Bhoomika Wools (wool acquisition and preparation) and The Jaipur Rugs Foundation, which is concerned with weaver welfare, education and establishing new looms and weaving training. Indeed the company is driven by the personal commitment of the family to its social values.

The large number of people working for Jaipur in India is controlled by a network of branch managers and area commanders, who have personal contact with many of the weavers daily, and their experience empowers not only Jaipur to have direct control of each rug being made but for the weavers to have a connection with the owners in a way that is far from typical in the industry. The Foundation helps to fund the purchase of looms and materials for weavers, a means to reward

entrepreneurs who want to set up a number of looms within a village or throughout a family. Indeed many of the people involved in making Jaipur rugs have been involved with Chaudhary for many years, and have gradually been rewarded for their diligence and loyalty by rising up the chain of command and having increased responsibility.

By creating opportunities for people to own their own small businesses and rewarding good quality and timely delivery, by intentionally cutting out the middleman (the scourge of many Indian businesses) allied to a growing inventory of innovative designs such as the new Coastal Living collection or the patchwork collections launched at Domotex and Atlanta 2011, Jaipur have the network, ideas and support to continue their success and perhaps act as a model of probity and good practice for the industry as a whole.