



# CARVE YOUR SUCCESS

**BUSINESS SOLUTIONS FOR  
GARMENT BUSINESS OWNERS**

**VISHAL TRIVEDI**

## ABOUT THE AUTHOR

**B**orn third to very hardworking and down to earth parents, who sowed the seeds of simple living and high thinking in him, Vishal grew up with profound values of hard work respect and Indian value systems.

He acquired a degree in electronics engineering and like every teenager had dreams with a vision, and wanted to make it bigger than the big. He would have studied further but took a practical and timely decision of starting to take up work to support and upbringing his family. As electronics engineer, joining the garment industry was like a U-turn in the very beginning of his career, but his acceptance and patience took him a long way, steadily climbing the stairs of success in the garment industry.

His path was not easy, cutthroat competition and proving of self-confidence made him show his mettle. And he gained wide experience of 10 years in various aspects of the Garment world. His vision and farsightedness made him start Consulting, Coaching and Mentoring. His knowledge was Unstoppable, and he had to share his abilities and skills for the garment business owner to thrive to the next level.

As Karma and focus were his tools he perceived and spread his knowledge also in the field of designing, manufacturing, selling and operations.

On the home front, his father's ailment was a challenge; he took up with all his will and compassion. Balancing family responsibilities and keeping his motto of taking everyone along was always up and alive. His sense of humor and caring personality trait makes him a unique One Man Army.

Life is a roller coaster, and Vishal got up from life with his first dream coming true with the very successful “Carve Your Success” a one day seminar for the Garment business entrepreneur. This not only made him popular but also opened new doors in the Garment field.

As one step leads to another, he also initiated to Share the Knowledge and Spread the Light campaign. And the journey is still showing the path and ushering business owners to a new level of professionalism. He inspires and never fails to motivate Businessmen to bring the change for good in their work life.

Vishal’s Vision knew no boundaries and his genius grew with time. He is compulsive workaholic in nature and in routine. He has ‘never say never’ attitude, which let him lead to another milestone to start the ‘Inner Circle’ program for garment business owners.

The knowledge within him did not let him to stay indoors and the humble thought of letting it to reach people who can utilize and profit from it led to authoring his first book, which is with you now “Carve Your Success”.

His aim now is to educate every single garment business entrepreneur including manufacturers, agents, distributors and retailers. Vishal also educates designers and merchandisers under his “Career Accelerator” program. He teaches ‘Sales Stardom’, a program especially crafted for salesmen across the segment and also in the garment industry.

A self-made man, sports enthusiast, optimist, leader with focused vision, family man, generous giver, headstrong teacher and master. Vishal is growing in leading the garment industry to unlimited horizon and the best is yet to come as he always says which means there is a Best to Every Better.

# INTRODUCTION

**T**he Indian economy is on the verge of major expansion. The economy which is at 2.7 \$ trillion today in 2018 is poised to grow to about 10 trillion \$ by 2027. Are we all equipped to participate in this growth story or do we have the knowledge and skill? My job with this book is that you get the adequate knowledge and skill so that you can participate in the growth story that India is providing. Of course, it is going to be challenging but remember we can overcome all the challenges by having the right knowledge and desired skill. It is predicted that India is going to produce more millionaires and billionaires in the next 25 years than it has ever produced in its history. We as garment business entrepreneurs have equal business opportunities as other business owners. Let us participate in the growth story that India is providing. Let us give ourselves an opportunity to make a few millions and move up the ladder and become a National brand and be a role model for others to follow. Let us work to achieve our dreams and get the desired results. Let us also work for others who are associated with us and achieve their goals.

The kids wear industry in 2011 was about 35,000 crores and in 2018 it was about \$65,000. The prediction made by the market experts for the kids wear in 2027 is about 1.45 lakh crores. When we know the trend in which direction the industry is moving, we must participate. The menswear and the Ladies wear also have similar trends. The ethnic wear market has seen a major growth trajectory in the Last few years. When all the categories across the

garment industry are moving towards the north, it becomes our responsibility to make sure our growth is also towards the same direction. Nowadays, a lot of multinational companies want to enter the Indian market. It is just because that they have resources and they have more knowledge & skill marketing, their spending is much more than an average Indian entrepreneur. However, all these things should not hold us back if we are working in the right way, right direction and with the right method. If we have the perfect strategy, we can also get the desired results.

We are in the business of consumption that is as we call the Roti, Kapda and Makaan. We can never go out of business but if you don't change and innovate you will never understand the requirements of market or it would be very difficult for us to sustain over a period of time. Brands which have come and gone for some reasons which are very clearly known and some for the reasons that only they know the primary reasons for majority of them.

It can be either that they never innovate, they did not have the knowledge and skills to sustain for over a period of time or they never thought of growth or maybe in some cases they leveraged too much. Remember in life always predict growth because if you don't grow from where you may remain, then you would not have options to participate in the opportunities that life may give you.

Let us make a small goal today at whatever turnover you are today promise after finishing this book you will try to add one more zero to your turnover and believe me once you are done reading this book and you start implementing the tools that are designed for you and for your business. When you start implementing them a lot of things will start changing for your

business when you begin, you might not be able to get the desired results, but as you become an expert in whatever you are doing slowly and gradually, you will move towards expertise. Don't give up and keep trying till you achieve all the results that you aspire for your business. We have discussed some basic tools which are very important for your business and which can take you a long way either it can be in sales, marketing and sampling or it can be in production, designing, merchandisers and to your payments. We have provided practical examples and ways to achieve the desired results that you want.

The garment industry has the organized and unorganized market. They both have systems to operate. In fact; there is no system in the unorganized market if you don't know where you have to start in creating the change for your business needs. We have developed a system that can help you to take your business to a new level. All the tools described in the book are tried, tested and come with almost 20 years of experience in the industry.

The challenges that everyone face in their business in the past 2-3 years like the GST and the demonetization are behind us now. We now have to look forward on how we are going to improve our balance sheet, achieve our goals and targets and to make sure that we are in the business for the next 10 years by growing at a minimum of 20% . With all these challenges and opportunities and you are not prepared to take up this opportunity with knowledge skill and upgrade your skill in every area of your business. Every time you face new challenges you have to be bigger than the challenge. Once you are in the habit of overcoming all the challenges and hurdles that your business offers you, you will definitely become Unstoppable.

For any entrepreneur to become successful, there will be some basic requirements on the personal development front like having good leadership qualities, extremely productive and practicing proper time management. Skills for being innovative in all the areas of business are communicating well and having a go-getter attitude. An entrepreneur is completely responsible for his actions and for all the results that he has achieved so far with his knowledge and skill. Now if we require a different set of result, we need to perform in areas which we have not been doing in the past to get a different result. We have identified all these areas in brief and given practical solutions in every area.

When the business development front there might be some weak links that the entrepreneur must be facing like not having adequate knowledge of finance, unable to build and manage a team, cannot lead from the front in the Design Department or not being able to sell his own product. All these skills that we have defined earlier are learnable skills. Learning as a leader is completely ignored aspect in the garment business entrepreneur's life. You have to continuously keep on learning, upgrade yourself and perform at your best. Your personal development abilities will greatly define your business development results.

# LEADERSHIP

**L**eadership and learning are indispensable to each other. Good leadership or being a good leader is a very big advantage for everyone to have. A great Leader can transform any business. Whether you are a small company or you are just getting started or business being more than 10 years old, lasting change will come down to individuals. All breakthroughs in business are generated from someone's new ideas and insights. Great leaders take the company forward. They change the most is actions you take and shift in the psychology and the emotion. Thus the key to changing your business is changing yourself as Mahatma Gandhi says “be the change you want to see.”

If you can anticipate what is coming, you can overcome any obstacle placed in your path. That is why the trend that we are talking about is important. It will help us anticipate problems. Keep you in a place of power this point of advantage you can create the solutions and action plan that will drive you forward rather than reacting and getting started in very common issues. Always remember success leaves footsteps. If there is a successful person who is doing the right things and who is a market leader and if we are not able to do what he can do that means we are not able to see the problems that come across our businesses. We have to study from experience of other Successful people. Who is down the path you are taking, who have done it all the past and been through it. When you master this concept whole new world of possibilities will come up. Once you start to anticipate challenges that finding why do people fail to achieve their goals what are the reasons for

them not achieving their targets, is it the economy? Is it the government? It is never like that. The primary reason is they themselves.

A successful leader is always in a position even in the most difficult situation a person can always take the best decision.

Leadership is the most important skill for an entrepreneur even if you are not a good leader at the moment, it is fine. It is a learnable skill. You have to work on the skill and move up the ladder all the tips, tricks and tools that we will talk about in this book are learnable, and you can become an expert by practicing them more and more.

Peter Drucker says “leadership is not a position it is an action”. Don't keep on delaying decisions you have to be continuously on your toes and take the most important decisions. You need to prioritize your task and take the important decisions as and when necessary just by being the owner of your organization would not mean that you will be entitled to grow and to sustain for a longer period, you need to make decisions. Whether it is right or wrong but when you think about lot of things, then you take your decision. The probabilities of you being right are far more and far Greater. Also, do not hesitate to take the difficult decisions and never try the when then mentality. When then mentality would say when this happens I will do that when this happens I will do that. *When I have the right set of people I will grow, when I have good sales team I will increase my business, when I have a good production guy I will increase my production.* do not wait for anybody. What will happen if the master doesn't come? What will happen if the sales guy doesn't come? You can be kept waiting all your life.

You have to be the person who can transform your business from wherever you are to wherever you want to reach. You have to be a learner you have to be a listener, and you have to be coachable. To become a great leader the primary requirement would be for you is to learn new skills. To gain the required knowledge and skill that you need to take your business to a different level. You cannot be experimenting all the time.

The serious business transformation will require you to make a goal, to make a plan, and then take action. Without taking action on the plan that you have made on the whole that you have made is not going to take you anywhere, you have to be a goal seeker. Human beings, in general, tend to be able to achieve. You need to have a definite goal for what you want to do for your business. Don't play the waiting game. Just launch yourself with no guarantee of success.

By meaning to say no guarantee to success, you have to avoid all the possible distractions and problems that would be coming in your business. You have to do proper risk management and make sure that you are minimizing your losses and maximizing your profits. Everything that you do has to rotate or revolve around the profit that you make in your organization whether it's improving on people skills, whether it isn't showing the right kind of people having a great team. Is what category you want to make, what territories you want to sell, all these decisions have to be taken by the leader. So you have to maximize your profits and minimize your losses. Your responsibilities as a leader would be to set and achieve business and personal goals. You have to continuously market and innovative products, and you have to seek very cheap, fast and better ways to create and keep customers. Marketing has been

highly avoided in our garment industry as of now, but the time for everyone has come to market their product in a very organized way.

As a leader, you will be the number one problem solver in your organization. You will be here as a role model for everyone else to see. You will have to perform at the best of your abilities, and you will have to get the desired results. Remember everyone is looking at you as a leader of your organization and you have to do what is the best that is expected of you if you are working hard in your organization. Your people will see you and get inspired and they will start working hard. If you are on time in your organization, the people again will see you and will be on time for work. Remember you are the greatest influence for your employees and for them the person you see is the person you be.

In terms of actions if you are not taking key decisions that will slow the process of growth. Suppose your sampling is not on time if you are delaying the process of appointing new distributorship or delaying the process of factory expansion. If during the process of adding new people to your organization and if you are again delaying the process of adding up new categories. If you are delaying the process of innovating yourself or if you are delaying the process of gaining knowledge and skill all these things are going to end the process of growth for your organization.

So as a leader, you have to decide what are the things that you need to do that is going to take your organization to a different level. You have to perform at your best to decide what are your key result areas, what can you do well, decide what the most important decisions you need to take right now are. You are to be extremely productive. How to make sure that your business is

running in autopilot mode you have to make sure business is highly profitable, and your sales are growing continuously. When we are talking of leadership as a skill to be developed and learn continuously you pick up your weakest area among whatever we have spoken earlier. Once you have identified your weakest link or area, you start working on it immediately there will be growth and expansion for your business because you are working on your weak areas.

Your ability to master yourself is the first level of you being to impact your business. Then what influences you tends to influence whoever you're leading which then tends to influence the business.

If you want to influence someone as a leader, you have to know what's already influencing them. Business is a game of influence. If you can't influence your people, they can't influence people who report to them or people they're supposed to be selling to.

### **1. Identify your Key responsibility areas as a leader**

When you start working in certain patterns, it will make you a successful entrepreneur in your business and your life and when you learn how to apply the Strategies and principles that have worked for others you set yourself. It is ok to follow in the footsteps and in a path of success. You need to identify areas where you work having your strength and also identify areas where you need to work upon so that you get the desired results. Lot of entrepreneurs we meet don't know what they are supposed to do. This drives them in a

completely different direction in their business. It is very important for you as a leader to know and to identify your key responsibility areas. So many people know what to do but when it comes to taking action needed they lack an action plan and are never even near to the result that they desire. This is because 80% of expertise in anything comes down to your psychology. The more you can understand yourself the more you can master the art of being an entrepreneur, even when you talk in details the more you understand your psychology, the more you can master your sales and marketing. Your Merchandise plans and your overall business. It is all about coming out of your comfort zone and delivering your best and once you understand this, you can also start to understand what drives others and enables you to be more effective. What drives your team for having an entrepreneur's mindset and owner's mindset what enables them to be more effective in their day to day activities.

## **2. Identify the right kind of merchandise that you want to make for your organization.**

When you successfully identify the right kind of merchandise that you want to make it becomes very easy to achieve growth. If anyone starts business or to start from the bottom they have to make their way from the generalized category to the specialized category of industry your Merchandise line will be of great help to move you up the ladder regarding achieving your business goals and objectives. Success leaves footsteps you have to implement the distinctions that other business owners have already on the cover to expedite your success path. The solutions that others have found for their problems

and issues are already sorted out by them. Others started and then if required to be successfully implemented in your business.

### **3. Identify what changes you need to do as a leader to get that change in Sales and operations.**

Always ask yourself whether you can sell what you are manufacturing. You can check the data and decide it for yourself. If you are selling more and not able to produce you are actually missing out on an opportunity but if you are not able to sell what you are producing means, there is a serious problem with your sales team. As a leader, it becomes your responsibility to make sure the organization is always full of orders. There are some ways in which you can increase your sales. The primary reason for any organization that has been not doing well is not having enough sales. You have to identify reasons make an action plan and work on it.

When we talk of operations, there are some departments that come under this section. When you are producing in the house or you are outsourcing the goods from when you have to make sure that every department is functioning smoothly and all your operational heads are doing their duties and responsibilities and performing well. In case the functions are not organized then you need to train your staff. As a leader, it becomes your responsibility that every individual of your organization is communicated well as complete know-how and understanding of what his role in that department is and is continuously upgrading his knowledge and skill according to the requirements of the organization. A lot of time we see

bottlenecks in the dispatch department during the season time, you have to make sure that all these bottlenecks are removed and you can meet your dispatch targets and your sales targets.

#### **4. Identify in what areas you need to build up resources.**

You need factory expansion, production enhancements, some designers, upgrading your product or to have a good sales team. Resources generated in every area of your business are going to bring up growth and for further Business expansion training and development of the organization is a must considering your future. In case of expansions, it is OK to consider it is alright to consider manufacturing through a FOB. Vendors are more than competent today to produce and give you the best quality garments at a very reasonable price, so you have to consider the options and then decide whether you want to manufacture in-house or you want to get the job work done outside your premises. Just like in both the cases there is an opportunity there are challenges that would be there in both the case scenario. Knowledge and skill that will be required for you to produce in your factory would be different, and you will need a different set of people when you are manufacturing outside.

When considering to building of resources in your sales department you have to first understand the size of the organization that you are and you also have to consider what you're looking for in the next 1 to 2 years regarding selling. How many territories are you selling your goods? And what is the type of setup that you have? Are you only booking or you are doing door to door bookings. It is very important for you to analyze your current resources that

are giving you the desired results and then you have to analyze which results you are looking for and accordingly develop resources for your business.

**5. Identify the biggest problems that you are facing in the areas mentioned above.**

Right now there is a serious skill deficit in our garment industry as it is more unorganized. So building up of a team is more difficult in the current market scenario. This is a challenge that everybody needs to accept and overcome. The faster, the better the team you have, the more efficient and productive your team is, it is easier for you to achieve all your goals.

**6. What is the easiest solution to all the above problems**

It is important for you as a leader to find out the challenges and problems that you are facing in your business. When you have identified all the challenges that you are facing in your business, you have to find out the easiest solution all the problems that you have identified this is a great quality to have as a business leader. If the sales team is not able to achieve the target, you will have to show it to them how it is to be done if the design team needs help in achieving the desired quality of samples, you as a leader will have to view from the front and give the required sample set.

**7. What opportunities are you seeking for your brand in the next 3 to 5 years?**

Overall development and growth of your organization become your responsibility, as the leader of your organization. You need to identify

opportunities that you are seeking to capitalize or like if you are working only in MBO business, you have to try to increase what is the point of sale that you have to reach, how many cities are you covering in the entire country, if you want to go and sell your stuff in the organized market identify which large format store you are looking to do business with. You find The E-Commerce business to be more lucrative and gives you a lot of volume you have to see that you can sell your stuff on these platforms in the coming years. If you want to start your own export business, you have to start generating leads. Develop a product for the export market, the type of business in which we are in today there are going to be a lot of opportunities in the next 3 to 5 years or maybe next decade. It is up to us to identify these opportunities and work on it, stay focused and achieve our goals.

#### **8. What is the weakest area of your organization in today's market conditions?**

Just like identifying all our strength we need to identify the weakest link in our business. As we begin to work on our weakest link, the growth that our organization is looking for accelerate, and we can achieve our desired results whether it is in making, innovating our product or the Merchandise line in manufacturing if you are not able to supply on time or if you are not able to produce as whatever is required and also we are not able to sell. What we can manufacture? We have to identify which is the weakest link and work on the weakest link with aggression and achieve the desired result.

**9. Are you continuously upgrading your knowledge and skills and preparing yourself for future business opportunities?**

Continuous up-gradation of knowledge and skills is the essential requirement of a business. The leader has to be continuously upgrading of the trends in the market, has to understand the market scenario for predicting any kind of sales has to understand the quality of a product. He has to be completely upgrading his skills regarding production setup. What new technology is available in the market? Which kinds of machinery used in the market and use these technological advancements in our garment industry for business growth and expansion. This area of our business is completely ignored by the unorganized sector of the garment industry. We need to understand that without Technology, adequate knowledge and skill regarding upgradation of software that we are using even for a small thing like billing we need to upgrade our systems continuously. While selling the use of technology regarding B2B transactions and be widely used to save a lot of time energy and money. There are some software which are already available in the market. When it comes to the selling of the Merchandise Technology can be used to great effect.

**10. Does your business operate on pilot mode?**

It is extremely important for you as a business leader to delegate as much work as possible and reduce your dependence on a day to day office in your organization. You have to build up a great team so that everyone takes up the responsibilities and performs the day to day task in the highest possible and the most productive way. When you start getting involved in the day to day

affairs of your organization the productivity of the entire organization would reduce because every department would be waiting for your approval for the smallest of things. Identify the areas which you can very easily delegate, use proper time management techniques and do the task that is of utmost importance to your organization and that can help you achieve your goals faster than you can ever imagine. If we do not delegate the work to our team members, we may not be able to judge their potential. We have to have such strong reporting systems that every information that is essential for us to know can easily reach through the proper channel sizes through technology or through some reporting systems; it is not necessary for us to be present every department on a day to day basis. Meetings with our team can help us a great way of solving our day to day problems. Meetings again are a much ignored area in our business. There are some advantages to having regular meetings with all the department heads, and these meetings can help you solve a lot of problems.