BUSINESS LEADERS

From a carpenter's son to a leader in India's luxury interior industry: the extraordinary journey of Punamchand D. Kularia

How the Founder and Managing Director of BNP Interiors transformed ancestral craftsmanship into a nationwide enterprise, delivering over 700 landmark projects and redefining the standards of precision, execution and luxury in India's interior contracting industry.

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Punamchand D. Kularia, Founder and Managing Director, BNP Interiors. (Photo: supplied)

In 60 seconds

1. Founded BNP Interiors in Mumbai in 2006, after joining his family's interiors business in 2001.
2. The company reports 700+ projects, a 35+ million sq ft footprint and a network of 5,000+ skilled craftsmen.
3. Landmark work includes Novotel Pune's 300 rooms and 275 rooms at Taj Amer Palace, Jaipur, in about 11 months.
4. Recognised as a segment leader at a Make in India conclave in 2015; next stop, the Middle East.

In the world of business, some entrepreneurs build companies, while others build institutions that leave a lasting impression on an industry. Mr. Punamchand D. Kularia, Founder and Managing Director of BNP Interiors, belongs to the latter category. His journey is a compelling story of entrepreneurial determination, inherited craftsmanship, strategic vision and an unwavering commitment to execution excellence.

From the traditional woodworking culture of Rajasthan to some of India's most prestigious hospitality, commercial and corporate destinations, Kularia has built an enterprise that brings together the precision of traditional craftsmanship and the capabilities of modern industrial manufacturing.

His story is not merely about business expansion. It is about transforming a family legacy into a professionally driven organisation and demonstrating how Indian entrepreneurship can create world-class outcomes.

Rooted in tradition, driven by a vision

Born into a traditional Marwari family in Rajasthan, Punamchand Kularia grew up surrounded by an environment where craftsmanship, business discipline and hard work were deeply valued.

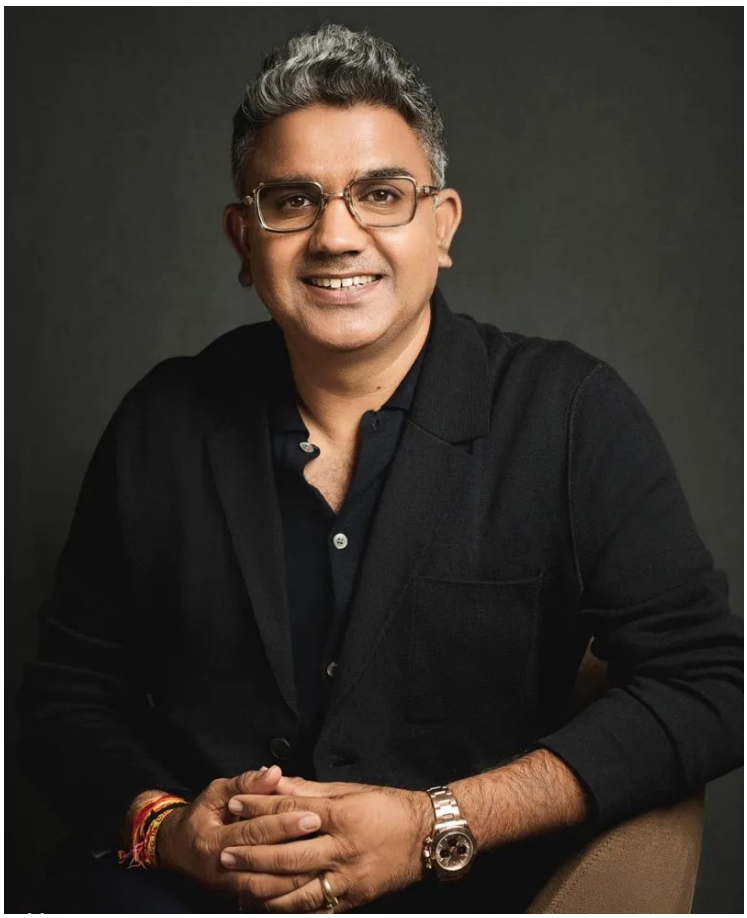
His father, Sant Dularam Kularia, was a respected Suthar (carpenter), whose dedication to woodworking and precision left a profound influence on his son's professional outlook.

For young Punam, the workshop became an informal classroom. Observing his father and brothers, he gradually developed an understanding of materials, workmanship, quality and the importance of fulfilling commitments.

After completing his studies in commerce, he joined the family interior business in 2001. Those formative years helped him understand the operational and commercial dimensions of the industry.

However, his ambition extended beyond continuing a traditional family business. He envisioned creating an organisation capable of undertaking complex, large-scale interior contracting and manufacturing assignments while maintaining the quality and attention to detail associated with traditional craftsmanship.

That vision would eventually take shape as BNP Interiors.



Punamchand D. Kularia, Founder and Managing Director, BNP Interiors. (Photo: supplied)

2006: The birth of BNP Interiors and a landmark beginning

In 2006, Punamchand D. Kularia founded BNP Interiors in Mumbai, marking the beginning of an ambitious entrepreneurial journey.

The company's early breakthrough was remarkable. BNP Interiors secured a landmark turnkey contract worth approximately ₹9 crore for Shoppers Stop and completed the assignment within just 120 days.

For a newly established enterprise, executing a project of this scale within such a demanding timeline represented a significant achievement.

More importantly, it established the company's ability to manage large-scale assignments, coordinate skilled manpower and deliver projects under demanding commercial conditions.

The early success provided the foundation for BNP Interiors' subsequent expansion into retail, banking, commercial infrastructure and luxury hospitality.

From retail to luxury hospitality: building a national presence

One of the defining chapters in Kularia's entrepreneurial journey was BNP Interiors' entry into the hospitality sector.

The company demonstrated its capabilities during the Novotel Pune project, where it undertook the challenge of constructing sample rooms at its own cost within just 25 days.

The quality of the work and speed of execution impressed the Accor Group, which subsequently awarded BNP Interiors the entire 300-room contract, reportedly replacing a major planned import order from China.

This breakthrough established the company as a serious contender in India's luxury hospitality contracting segment.

Over the years, BNP Interiors expanded its portfolio across hospitality, banking and financial services, commercial offices, retail establishments, restaurants, healthcare, education and high-end residential developments.

Its approach combined turnkey contracting, interior fit-outs, civil works, bespoke furniture manufacturing and advanced project execution capabilities.

The Taj Amer Palace project: an example of execution excellence

Among the significant milestones in BNP Interiors' journey was its work at Taj Amer Palace, Jaipur.

The project involved the completion of 275 guest rooms within approximately 11 months, alongside an extensive scope of stonework covering 5.5 lakh square feet and the creation of 900 bespoke pieces.

To meet the demanding schedule, Kularia mobilised approximately 700 artisans and professionals.

The project was completed ahead of schedule to accommodate an unexpected royal wedding, demonstrating the importance of workforce mobilisation, planning, coordination and execution discipline in large-scale hospitality developments.

For Kularia, projects of this nature represent more than the completion of physical spaces. They reflect the ability to translate a hospitality brand's vision into an environment where design, craftsmanship, engineering and operational precision must work together seamlessly.



Kularia founded BNP Interiors in Mumbai in 2006. (Photo: supplied)

Make in India: investing in technology and manufacturing capabilities

A major differentiator in Kularia's business strategy has been his emphasis on in-house manufacturing and technological advancement.

Rather than depending entirely on external suppliers, BNP Interiors invested in advanced manufacturing infrastructure, including German precision CNC machinery at its Navi Mumbai facility.

This approach strengthened the company's ability to control quality, customise furniture, improve production efficiency and manage demanding project schedules.

In 2015, BNP Interiors received recognition as a segment leader at a national Make in India conclave at Vigyan Bhawan, New Delhi.

The recognition reflected the company's focus on developing domestic manufacturing capabilities and strengthening India's position in the furniture and interior contracting ecosystem.

Kularia's philosophy has consistently emphasised that technology should enhance craftsmanship rather than replace its underlying values.

His approach seeks to combine skilled artisanship with industrial automation, precision engineering and structured project management.

The business philosophy: trust, transparency and timely delivery

For Kularia, successful entrepreneurship is not defined exclusively by the scale of projects or financial performance.

He places considerable emphasis on relationships, client confidence, transparency and the ability to honour commitments.

His leadership philosophy is built around an owner-first approach, close involvement in project execution and the belief that quality must remain consistent from the initial planning stage to the final handover.

In an industry where project delays, coordination challenges and quality inconsistencies can significantly affect commercial outcomes, such an approach becomes an important competitive advantage.

His guiding belief can be expressed through one principle:

> *True luxury is not merely about the materials used; it is reflected in the precision of craftsmanship and the integrity of delivering what has been promised.*

This philosophy has helped BNP Interiors develop long-standing relationships across hospitality and corporate sectors.



Kularia is now looking to take BNP Interiors into international markets, particularly the Middle East. (Photo: supplied)

BNP Interiors today: scale, capabilities and national reach

Under Kularia's leadership, BNP Interiors has evolved into a multidisciplinary general civil and

interior contracting enterprise.

The company's current published profile highlights:

- 700+ Projects: Landmark assignments across multiple industry sectors.
- 35+ Million Sq. Ft.: Cumulative project footprint.
- 5,000+ Skilled Craftsmen: A nationwide network of skilled professionals.
- Pan-India Operations: Project execution across India's major commercial and hospitality markets.
- Integrated Capabilities: General contracting, hospitality interiors, commercial fit-outs, bespoke furniture manufacturing and design coordination.

Its manufacturing infrastructure and integrated execution model enable the company to undertake projects requiring substantial coordination between design, engineering, procurement, production and on-site implementation.

The organisation's portfolio reflects a business model built around combining design intent with practical execution capabilities.

Beyond business: a vision for the next generation

Kularia's ambitions extend beyond the company's existing footprint.

With an established presence across India and expansion plans targeting international markets, particularly the Middle East, he is looking to take BNP Interiors' capabilities into a broader global business environment.

The next phase of growth is centred on manufacturing excellence, operational transparency, stronger technology integration, strategic partnerships and the development of new business opportunities.

His journey also represents an important example of India's entrepreneurial potential: businesses rooted in traditional skills can evolve into sophisticated industrial enterprises when supported by innovation, investment and disciplined leadership.

For Kularia, the future lies in creating spaces that combine functionality, aesthetics, durability and timeless quality.

The soul behind the success: a legacy of craftsmanship

Behind every successful enterprise lies a philosophy that gives it direction.

For Punamchand D. Kularia, that philosophy traces back to the values he absorbed from his father.

His father's teachings continue to influence his understanding of professional responsibility, honesty and dedication to one's work.

A guiding thought associated with Sant Shri Dularam Ji Kularia captures this philosophy:

> *"Sansar mein vahi shresht hain jo apne kartavya ka imandari purvak palan karte huye karm path par hamesha agrasar rehte hain..."*

The essence of this message is simple: excellence comes through fulfilling one's responsibilities with honesty and continuing to move forward with dedication.

It is a philosophy that connects his family's traditional craftsmanship with his modern entrepreneurial vision.

Recognised beyond the workplace: a feature in Soul of Hospitality

Kularia's professional journey and the evolution of BNP Interiors have also received editorial attention through SOH Magazine's The Brand Edit, a dedicated 32-page publication highlighting the founder and the company's journey.

The feature, presented under the theme of craftsmanship, vision and precision, explores his entrepreneurial beginnings, leadership philosophy, business milestones and contributions to India's luxury interior and hospitality contracting sector.

Being featured in an industry-focused editorial publication reflects the growing recognition of his professional journey and the role BNP Interiors has established within the hospitality and interior execution ecosystem.

A journey that connects heritage with modern entrepreneurship

Punamchand D. Kularia's story offers a valuable perspective on the evolution of Indian entrepreneurship.

His journey began with observing the craftsmanship of his father and learning the fundamentals of a traditional profession. It progressed through the establishment of BNP Interiors, landmark commercial contracts, technological investments and the execution of prestigious hospitality projects.

Today, he represents a generation of Indian entrepreneurs who understand that sustainable business growth requires more than ambition. It demands operational excellence, investment in people, technological adaptation and the ability to build enduring relationships.

From the workshops of Rajasthan to the sophisticated hospitality and commercial environments of modern India, his journey demonstrates how heritage and innovation can work together to create lasting business value.

> **For Punamchand D. Kularia, the real measure of success is not simply the spaces a company creates, but the trust, craftsmanship and legacy it leaves behind.**

About Punamchand D. Kularia

Mr. Punamchand D. Kularia is the Founder and Managing Director of BNP Interiors, an Indian general civil and interior contracting company established in 2006. With a portfolio of more than 700 projects and an extensive presence across hospitality, commercial, corporate and other sectors, he leads the organisation's focus on integrated project execution, precision manufacturing and luxury interior solutions.

About BNP Interiors

BNP Interiors provides general civil and interior contracting, hospitality interiors, commercial and

corporate fit-outs, bespoke furniture manufacturing, high-end residential interiors and design coordination services. The company operates across India, supported by its manufacturing infrastructure and nationwide workforce.

Official website: bnpinteriors.com

Founder profile: bnpinteriors.com/founder.html