RNI No. DELENG/2015/70020

The CEO Magazine®

A Magazine for Business Leaders & Decision Makers.

Vol. 11 | **Special Edition** | March - 2026

Rs. 00/-

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Shweta Singh | The CEO Magazine

In India's high-speed manufacturing sector, a brand is only as strong as its supply chain. For the country's largest FMCG and automotive players, that reliability is anchored by Paragon Poly Films Pvt. Ltd. Under the leadership of Managing Director Virendra Kankriya, the company has moved far beyond its origins in trade to become a dominant force in South India's packaging film landscape. His track record is defined by a massive leap in scale: achieving more than 10x growth over the past ten years, a result of sharp execution and earned market trust.

Rather than chasing rapid, unmanaged expansion, Virendra has focused on the mechanics of reliability. By prioritising sophisticated sourcing and elite procurement cycles, he has built an enterprise that guarantees industrial continuity for some of the most demanding sectors in the country.

Today, Paragon Poly Films plays a critical role in ensuring uninterrupted supply across some of India's most demanding production environments.

THE SYSTEM STRATEGIST

For Virendra Kankriya, the journey into leadership has been shaped by extensive experience in industrial trade, material sourcing, and supply chain management. When Paragon Poly Films Pvt. Ltd. was established in 2003, the objective was clear: to build a business grounded in reliability, methodical execution, and long-term industry relationships.

Working closely with suppliers, manufacturers, and end-use industries across sectors such as packaging, automotive, electrical, and FMCG provided valuable insights into how critical consistent availability of packaging films is to the functioning of manufacturing ecosystems. Through these experiences, he recognised early on that a steady supply and structured procurement strategies often play a more decisive role in business success than aggressive expansion.

Today, his responsibilities span strategic sourcing and global procurement, supplier relationship management, financial governance, inventory and working capital optimisation, supply chain risk management, and long-term expansion planning. Each of these areas directly influences supply reliability, margin predictability, and customer retention.

Reflecting on his approach to leadership, Virendra explains, "I see my role as both a strategic planner and a system builder." By focusing on data-driven operations, disciplined procurement practices, and inventory management, he continues to emphasise building systems that ensure predictable performance and long-term scalability for the organisation.

BUILDING A SUPPLY CHAIN ENTERPRISE

Paragon Poly Films began as a packaging film trading enterprise focused on providing reliable sourcing solutions for industrial customers. At a time when manufacturing sectors were expanding rapidly and supply chains were becoming increasingly complex, the company positioned itself as a dependable partner capable of ensuring consistent access to specialised packaging films used across industrial applications.

Over time, the organisation expanded its capabilities beyond traditional trading by introducing value-added processing services such as precision slitting and customised roll configurations. These additions allowed the company to support clients with materials tailored to specific operational requirements, strengthening its role within the industrial supply chain.

Today, headquartered in Bangalore, Paragon Poly Films operates with a diversified supplier network, warehouse-based inventory management systems, and in-house slitting capabilities that support efficient and consistent packaging film supply. Serving industries such as flexible packaging, electrical and insulation, automotive components, FMCG packaging, and other industrial applications, the company continues to focus on disciplined procurement, execution consistency, and long-term customer relationships.

Guided by a mission to deliver reliable, specification-driven packaging film solutions through strong sourcing networks and customer-centric service, the organisation aims to strengthen its position as a respected trading and processing partner within India's packaging films industry.

DELIVERING VALUE THROUGH SPECIALISED FILM SOLUTIONS

Paragon Poly Films operates primarily in the trading and distribution of specialised packaging films, including BOPP, PET, CPP, metallised films, and other speciality film materials. These products are widely used across industries such as flexible packaging, electrical insulation, automotive components, FMCG packaging, and various industrial applications.

Supporting this business model is the company's fully equipped in-house QC laboratory. Outfitted with advanced testing machinery, this facility ensures that every batch of packaging film is rigorously tested and certified before dispatch. Alongside these technical capabilities, in-house slitting and processing allow the company to provide customised roll configurations tailored to specific client needs. By sourcing diversified film grades, maintaining methodical stock planning, and ensuring timely dispatch, the organisation supports uninterrupted packaging film availability for its customers, including established FMCG players who require high-velocity supply.

Quality verification before delivery and quick turnaround times further strengthen its ability to serve industries where production continuity depends heavily on the uninterrupted availability of packaging films. Through this systemised supply chain approach, Paragon Poly Films helps reduce procurement risk while supporting business continuity for its clients.

PRIORITISING RESILIENCE OVER EXPANSION

The industry has experienced several challenges over the years, including volatility in packaging film pricing, working capital constraints, fluctuating demand patterns, and increasing compliance requirements.

To navigate these pressures, Virendra focused on strengthening credit discipline, diversifying industry exposure, and building more systemised procurement systems. Improvements in internal reporting transparency and the development of accountable mid-management leadership also helped strengthen operational stability within the organisation.

> "RATHER THAN EXPANDING AGGRESSIVELY, WE PRIORITISED STABILITY AND SCALABLE GROWTH."

STRENGTHENING OPERATIONAL CAPABILITIES

In recent years, Virendra has guided several strategic initiatives to strengthen processing and execution capabilities. These include investments in upgraded slitting machinery to improve processing precision and strengthening laboratory and quality testing capabilities. The implementation of ERP and SAP systems has further enhanced transparency and internal coordination. In addition, improvements in warehouse inventory governance and procurement cycles aligned with demand forecasting have helped strengthen supply chain efficiency.

Together, these initiatives have focused on building resilience, traceability, and scalable operational efficiency.

PRINCIPLES GUIDING LEADERSHIP DECISIONS

Over the years, Virendra has built a leadership approach centred on discipline, consistency, and long-term thinking. His focus has remained on creating stable systems and responsible decision-making processes that support sustainable organisational growth.

This approach is guided by a set of core principles. For Virendra, integrity takes precedence over short-term profitability, while disciplined financial and inventory management remains essential to business continuity. He also believes that systems must be strengthened before scale. In addition, long-term relationships with suppliers and customers remain central to his leadership philosophy, supported by a continued focus on process improvement. As he puts it, *"These principles ensure risk-managed and sustainable expansion."*

NURTURING FUTURE LEADERS

At Paragon Poly Films, people remain a central priority in building a stable and forward-looking organisation. The company is driven by a team of experienced and specialised professionals across all levels, from strategic leadership to shop-floor execution, ensuring strong execution and process reliability. The focus is on developing individuals who understand both business and operations, specifically in supply chain coordination and inventory forecasting.

> "OUR GOAL IS TO BUILD LEADERS WHO COMBINE STRONG COMMERCIAL UNDERSTANDING WITH OPERATIONAL RIGOUR."
> - VIRENDRA

By encouraging cross-functional coordination and ownership, this approach helps develop future leaders while supporting steady and sustainable organisational growth.

A JOURNEY OF STEADY GROWTH

Over the years, Paragon Poly Films has achieved several milestones that reflect its growth and process strengthening. The company has maintained stable operations since 2003 while expanding its value-added capabilities. A defining metric of this success is the more than 10x growth achieved over the past decade, reflecting strong execution and market trust.

This trajectory has solidified its position as a leading importer and distribution partner for packaging films in South India. A significant milestone came in 2025–2026, when the company emerged as one of the highest importers in its segment. This achievement was driven by elite procurement planning, strong supplier partnerships, and calibrated inventory cycles.

PREPARING FOR INDUSTRY EVOLUTION

Looking ahead, the packaging film industry is expected to evolve with increasing demand for higher precision, sustainability, shorter lead times, and more digitally integrated supply chains.

To remain aligned with these shifts, the organisation continues to stay closely engaged with suppliers while monitoring demand trends across multiple industries. A cautious but forward-looking investment approach, combined with diversified industry exposure, also helps manage sector-specific fluctuations.

Through these efforts, Paragon Poly Films aims to position itself as a technology-enabled trading and supply chain partner, capable of adapting quickly to evolving market requirements while maintaining execution discipline.

THE ROAD AHEAD

As the industry continues to evolve, Paragon Poly Films remains focused on strengthening its long-term capabilities while maintaining disciplined and sustainable growth. Key priorities include building a more resilient and efficient supply chain, maintaining margin stability through careful risk management, expanding value-added processing capabilities, and further strengthening digital systems and operational transparency. Developing stronger leadership depth within the organisation also remains an important focus as the company prepares for the next phase of growth.

Over the years, one of the organisation's greatest strengths has been the trust it has built with its customers. Many of these relationships have developed over long periods, supported by standardised quality, transparent dealings, and dependable service. In industries where production depends heavily on timely availability of packaging films; maintaining fast response times and ensuring uninterrupted supply remain a core business priority.

Through systematic procurement planning, structured inventory management, and a strong supplier network, the organisation aims to ensure that customers receive the right packaging film at the right time. Reflecting on the organisation's journey and its guiding approach, Virendra emphasises, "Our focus has always been on building strong relationships, delivering consistently, and operating with integrity. These fundamentals help ensure that growth remains stable and sustainable over the long term."

LEADERSHIP MANTRA

Sharing his perspective for professionals aspiring to leadership roles, Virendra stresses the importance of building a strong foundation in understanding the business.

"Understand your business from the ground level. Leadership is about responsibility, foresight, and integrity, not designation alone. Build systems, manage risk carefully, nurture relationships, and always prioritise long-term stability over short-term gains."