

Insightable



CONVERSATIONS WITH LEADERS

In conversation with

Akash Talesara

Chief Executive Officer



On Enterprise AI
and Better decisions

QUESTION 01

You started your career in conceptualization and design, then moved into product development, merchandising, sales and business development, and now lead the company as CEO. How has moving closer to the customer changed the way you think about design and product creation?

AKASH'S PERSPECTIVE

My journey across design, product development, merchandising, sales and business development has fundamentally changed the way I look at jewellery. Early in my career, I looked at design primarily through the lens of creativity. Today, as a CEO, I look at it through the lens of customer relevance, commercial viability and scalability.

Moving closer to the customer taught me that great design is not simply about creating something beautiful. It is about understanding why someone would want to wear it, when they would wear it, what they are willing to pay for it and how it fits into the retailer's business. In fact, I believe the best designs are rarely created in isolation. They evolve through conversations with customers, retailers, sales teams and the market.

One of the biggest advantages of having worked across the entire value chain is that I can connect the creative thought with the commercial reality. A design has to inspire the customer, work for the retailer and make sense for the business...

QUESTION 02

You have spent more than two decades watching jewellery preferences change across markets, from the US and Europe to India and the Middle East. When you look at a jewellery trend Today, how do you distinguish between something that is genuinely changing consumer behaviour and something that is simply getting attention for a short period?

AKASH'S PERSPECTIVE

Attention is easy to create. Behaviour is much harder to change. That is probably the simplest way I distinguish between the two. Today, social media can make a design or trend visible to millions of people almost instantly. But visibility does not necessarily translate into sustainable demand.

I look at what happens beyond the initial excitement. Are consumers actually buying it? Are retailers reordering it? Is the trend working across different markets and price points? Does it have repeat demand? Does it continue to perform once the social media attention disappears?" For me, repeatability is one of the strongest indicators of a genuine consumer shift.

After more than two decades across multiple markets, I have also learned that sometimes the most important trend is not a particular design. It is a change in how consumers want to buy, wear and experience jewellery. Our job is therefore not to chase every trend. It is to identify the behavioural change underneath the trend and understand whether it has the potential to become a lasting opportunity.

QUESTION 03

You have worked at the intersection of design, merchandising, customer feedback, market data and commercial performance. When these signals disagree, for example when a design team believes in a product but the data or customers don't, how do you decide what deserves to move forward?

AKASH'S PERSPECTIVE

I don't believe one signal should automatically override another. If our design team believes strongly in a product but the data is not supporting it, my first question is not, "Who is right?" It is, "What are we missing?" Data tells us what is happening. Customer feedback often helps us understand why. And design intuition can sometimes identify an opportunity before the numbers become visible.

When these signals disagree, I prefer to test rather than debate. We can take the product to a smaller customer base, test different price points, markets or assortments and see how the market responds. I believe in conviction, but I also believe conviction should be tested by reality.

As a CEO, my role is not to choose between creativity and data. It is to create an environment where both can challenge each other and ultimately lead to a better decision. The objective is not to prove that the designer was right or the data was right. The objective is to discover what the customer is right about.

QUESTION 04

Jewellery is one of those industries where design intuition and human understanding of the customer matter enormously. Where do you see AI genuinely helping in areas like trend forecasting, merchandising, assortment planning or understanding customer preferences, and where would you still rely heavily on human judgement?

AKASH'S PERSPECTIVE

1. I see AI as a powerful intelligence layer for the jewellery industry. The amount of information available to us Today is enormous: sales data, product movement, customer behaviour, search trends, social media, regional preferences, pricing and market trends. AI can connect these signals and identify patterns far faster than any human team can. That can significantly improve trend forecasting, assortment planning, inventory decisions and merchandising.

2. I don't believe one signal should automatically override another. If our design team believes strongly in a product but the data is not supporting it, my first question is not, "Who is right?" It is, "What are we missing?" Data tells us what is happening. Customer feedback often helps us understand why. And design intuition can sometimes identify an opportunity before the numbers become visible. When these signals disagree, I prefer to test rather than debate. We can take the product to a smaller customer base, test different price points, markets or assortments and see how the market responds. I believe in conviction, but I also believe conviction should be tested by reality.

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QUESTION 05

As a CEO Today, if you could give an AI system access to your sales, merchandising, product movement, customer and market data, what is the one question you would want it to answer for you that your existing reports cannot answer clearly enough Today?

AKASH'S PERSPECTIVE

I would ask it one question: "What will our customer want next, before the customer starts asking for it?" Most of the reports we have Today are very good at telling us what happened. Advanced analytics can help us understand why it happened. But the real competitive advantage lies in identifying what is going to happen next.

If AI could connect our sales, product movement, customer behaviour, retailer feedback, market trends, regional preferences and external signals, I would want it to identify emerging opportunities that are not yet obvious to us. That could fundamentally change how we design, manufacture, merchandise and allocate products.

For me, that is where AI becomes truly transformative. The biggest opportunity is not using AI to make Today's decisions faster. It is using AI to help us see tomorrow's opportunities earlier.

Akash Talsara

Chief Executive Officer
Sky Gold and Diamonds Limited

"Let AI spot what's changing.
Let people decide what it means."

Use intelligence to detect emerging demand earlier while keeping creativity, intuition, and customer understanding in human hands."



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Can AI help brands understand what customers will want before customers themselves start asking for it?

Share your perspective in the comments .