

CHAPTER 7

WIRED UP FOR WIRELESS



Nanik with Maharashtra Chief Minister Vilasrao Deshmukh, Anand Mahindra, Dayal Hemrajani and members of the NEC delegation, Noel Hon, Wu Tengguo, Yagi Tomohiro, at the Silver Jubilee Celebrations of *Enkay*.





Today, the word *telephone* is an inseparable part of our vocabulary. There was, however, an era in India in the not too distant past when owning a telephone was a luxury that only the well-to-do could afford. Getting a telephone connection, even in India's most progressive city, Mumbai, would take up to seven years, let alone the country's vast rural regions where a telephone was hard to find. Private communication centers and public telephone booths, which are widely available in all towns and cities today, were a rarity back then.

Those were the times when the telecommunications sector lay entirely under the jurisdiction of the government, which managed and controlled the entire structure from top to bottom. Only rotary dial telephones were available to the common man. During personal emergencies when a long distant call had to be made, one had to go to the local post office and book a trunk call — which was an arduous procedure in itself.

In India today, the scenario has undergone a total change. Private sector telecom companies and service providers vie with each other to offer the most advanced products and services to techno-savvy citizens. Telephone connections can now be obtained on demand. Telephone lines are making inroads even into the most remote parts of the country.

Enkay Technologies

By 1980, *Roopmeck Enterprises* had made its mark as a leading company in the field of marketing industrial electrical products. It had sound business relations with both national and international electrical equipment manufacturing companies, such as Siemens, Crompton, English Electric, GEC and Philips.

One day, a friend visited Nanik at his office in Dadar with a business proposal. That friend was on the board of directors of *Meltron*, a company formed a few years earlier by the Government of Maharashtra. He told Nanik that Meltron products such as power capacitors, audiocassettes, TVs, and ultra portable tape recorders, would soon enjoy a booming demand all over India.

Since Meltron was on the lookout for a dynamic distributor for its goods, the friend urged Nanik to take on the distributorship. Nanik, however, met the proposal with some skepticism. He was not too keen on dealing with any public sector undertaking.

Shortly thereafter, Nanik chanced to meet the Managing Director of Meltron, Mr. S. Rajgopal¹. During an informal discussion, Rajgopal assured him that the coming years would belong to the world of electronics. After deep thought, a convinced and resolute Nanik decided to move ahead and take on the distributorship for Meltron.

Shantilal Meckoni, Nanik's business partner, was not at all convinced. He was sure that dealing with any public sector undertaking would be nothing short of a nightmare. But Nanik had already made up his mind. Having committed himself verbally to Rajgopal, he was not a man to go back on his word, nor shy away from challenges. With his characteristic foresight and intuition, he saw a vast potential and decided to play the field alone.

At this point in time, Nanik's nephew, Dayal Hemrajani came into the picture. Dayal was on the lookout for new challenges. Working with his father, a leading tax consultant, was not stimulating enough for this twenty-three year old. Dayal shared Nanik's passion for adventure — knowing this, the uncle persuaded his nephew to join him in his new endeavour.

Nanik and Dayal established *Enkay* in 1980. Enkay thus became the main distributor for Meltron's electronic products all over India.

Enkay's office was in the very heart of Mumbai — Nariman Point — the prime financial district of the city. When Nanik shifted office from Dadar to Nariman Point, he was able to get a single telephone line in his new office

1. Mr. S. Rajgopal later served as the Cabinet Secretary for India.

premises. He also applied for a PABX² system, but was told that there was a long waiting list for the same.

“Just days after we moved,” Nanik narrates, “Vijay Naval Patil, then the Deputy Minister for Communications, Government of India, visited my new office. The two of us sat discussing things in my cabin. A little later, he wanted to make a phone call. I explained to the Minister that I had just applied for the installation of a PABX system, but till the installation was done, one had to go to the reception area, where the only single line phone connection was, to make or receive calls.”

Vijay Naval Patil contacted the General Manager of Bombay Telephones and instructed him to provide Nanik with a PABX connection on a priority basis, as Nanik was a leading social worker. “Thanks to the kind word put in by Vijay Naval Patil,” Nanik says, “our office soon had, not just a telephone, but also a PABX system and a telex connection. It was then that the importance of telecommunications hit home. There were brilliant prospects for a private telecom company in India’s market where millions of consumers had to wait up to seven years — sometimes longer, depending on the demand placed upon the Exchange where the application was made — before they could receive a telephone line. From that time on, I knew Enkay’s destiny was to be a pioneer in the field of telecommunications.”

2. PABX: Private Automated Branch Exchange. This telephone network is widely used in organizations today. PABX allows incoming calls to be distributed internally to various extensions, while providing a range of external lines to callers. Back in the 1980s, getting a PABX connection involved a wait of up to seven years, since the government-backed PSUs were the sole providers of the system all over India.

Nanik and Dayal were aware that accomplishing this would not be easy. “As a private enterprise,” explains Nanik, “we knew Enkay would be entering into waters that were zealously guarded and reserved by the Government for public sector undertakings. On the other hand, we knew equally well that India would not be able to resist much longer the telecommunications revolution sweeping the globe. Sooner or later, the Government would have to throw open the field to the private sector. Anticipating those winds of change, we wasted no time in readying our ship for sailing into the deep.”

To start with, Nanik and Dayal drew up a list of leading companies from around the world, which had state-of-the-art technology in key telephone systems³. They identified *Nitsuko*, a subsidiary of *NEC*, which was one of the leading telecommunications companies in Japan.

The tie-up between *Nitsuko* and Enkay came into place in 1984, after which Nanik and Dayal started to guide Enkay into India’s telecom sector. Their efforts immediately met with resistance when they set out to complete the required formalities with the Department of Electronics (now Department of Telecommunications) in New Delhi. Nanik explains: “We went to the DoE to get approval for our products. To our surprise, we were told that the department discouraged such overseas technology from coming into

3. Key Telephone Systems: Often referred to as just KTS, a key telephone system is a premises telephone system that is best known as phones that have additional buttons and keys for various functions; memory for calling inside an organization and for placing calls outside through the public telephone network. KTS was already the prevailing telephone technology being used in the developed world, but it was yet to be introduced in India.

India through private channels. Only if it came through the doors of a public sector undertaking, could this be admissible, it informed us.”

Soon thereafter, Meltron got in touch with Nanik. It had come to know of the tie-up between Nitsuko and Enkay, and expressed its keen interest to participate in the project. “Sensing an opportunity here, I spoke to Nitsuko, explaining the necessity for them to route their products into India through a Public Sector Undertaking. I gave them full assurance that Enkay would remain the major distributor and after-sales service provider for all their products. But the manufacturing of the telecom products would have to be done by Meltron.”

The final agreement that was hammered out proved to be a win-win situation for all three parties concerned: *Meltron* obtained Nitsuko technology to manufacture key telephone systems for the vast Indian market; *Nitsuko* was able to provide its latest technology to millions of Indian consumers. As for *Enkay*, it became a major distributor of the telephone systems that Meltron produced. Enkay also became the after-sales service provider for the same.

Meltron thus introduced key telephone systems in India, in collaboration with Nitsuko and Enkay. The products arrived in the Indian market in a big way.

Not very long after this, Enkay installed Meltron’s KTS systems on a trial basis at the residences of the Prime Minister and the Cabinet Secretary in New Delhi. The systems were found to be good, and were subsequently made permanent.

Dayal recalls a very interesting incident from those days.

“Once, Nanik got a call at midnight from the MTNL Chairman, Mr. M. P. Shukla, saying that the telephone system at the Prime Minister’s residence was down, and something should be done immediately. We directed our engineer in Delhi to go straight to the Prime Minister’s residence. The engineer found no fault in the telephone system — for some reason the power supply to the telephone system had been turned off. The engineer just had to turn it back on to get the system working again — all this was accomplished within 45 minutes of Nanik receiving the call.”

Mr. Shukla was most impressed. Calling Nanik the next day to compliment him, the MTNL Chairman told him that whenever new phone connections were required in any of the government ministries, he would rely on Enkay to do the job in view of its excellent service.

Providing clients with first-rate after-sales service has, in fact, been one of the main pillars of Enkay’s success story. Until then, customers were under the impression that maintenance or support services in telecom were expensive. Nanik’s companies set new standards in efficient yet affordable support services.

Elaborating on his uncle’s insistence on swift service, Dayal observes: “Every individual in the organization is trained to be customer-oriented. My uncle truly believes that only absolute customer satisfaction can keep the company at the top. His decision to invest a huge amount of funds in a service center, even when we had only a handful of installations, was not an easy one in the 1980s. He stuck to it, however, and today our Group is reaping the benefits of the seeds sown then. As of today, our companies can safely take credit for more than 40,000 installations throughout India, and

with more and more corporate houses giving us an opportunity to serve them, this number is constantly changing.”

Due to certain circumstances, Meltron faced a crisis around 1995, when the quality of its PABX systems started slipping. This was partly due to the emigration of many of Meltron’s skilled employees, who joined newer and better telecom companies. The Government of Maharashtra subsequently decided to privatize Meltron, for which tenders were floated. But since Enkay already had thriving relations with Nitsuko, it saw no need to participate in the tender. So Enkay and Meltron parted ways in 1995.

Nitsuko too preferred to tie up directly with Enkay. The technical teams at Enkay knew the product well. In addition, liberalization was gaining pace and private enterprises could take advantage of the availability of easy finance and quick clearance procedures — a far cry from the earlier times.

Enkay turned its attention to distributing key telephone systems to pharmaceuticals, banks, the hospitality industry, educational institutions and health care organizations, to name a few. Having tasted success with corporate clients, offices were set up in Delhi, Bangalore, Chennai, Hyderabad, Ahmedabad, Pune and Kolkata.

The company remained in the forefront in bringing newer technologies to India. It was one of the first companies to empower its customers with Voice Over Internet Protocol (VOIP) technology. This was highly beneficial to the clients because it served as a superior means of communication, well suited for their LAN (local area network) and WAN (wide area network) configurations and was capable of meeting the increasing

demand for greater bandwidths.

In the late 1990s, a growing demand for data communication services enabled the introduction of affordable satellite-based VSAT (Very Small Aperture Terminal) services. The National Telecom Policy of 1999 promised to create a modern telecom infrastructure, taking into account the boom in IT, media and telecom. The Government was no longer acting as a controller, and import duties on telecom equipment and components had been drastically reduced.

Nanik's group of companies has continually cashed in on positive reforms made by the government. Enkay is now in the enviable position of offering the best communication equipment and services under one roof not only because it had a head start, but also because it has wisely consolidated its facilities over the years. This is one of the primary reasons why Nanik's flagship company is well established in the telecom sector and is a leading contender in the Indian communications sector.

Neutron Electronic Systems

With thousands of Meltron products sold and installed each year, it became an ever-growing challenge to keep systematic records of each and every one of them. Enkay quickly needed a unique system that would enable the company to provide its clientele with quick, excellent and efficient after-sales service.

To help Enkay in doing just that, *Neutron Electronic Systems* was incorporated in 1986. Nanik and Dayal took the

help of Sushil Sain, as well as of Balram Rupani, Nanik's younger brother, who had been his partner in the plastic moulding business, *Rupani Enterprises*. Sushil has been Nanik's friend from his school days. He played an integral role in Neutron right from the start. He was the Chairman and Managing Director of National Textile Corporation (NTC) and managed over 33 textile mills with a work force of more than 80,000 workers, when he was invited by Nanik to join Neutron.

Sushil recalls: "I was always a textile person and a big zero in the field of electronics. However, I acquainted myself with the new set of rules. Nanik was always confident that technology would change for the better. I think he knew exactly what would happen in the next decade and believe me, everything turned out exactly as he had envisioned. We started as a modest organization with a turnover barely touching Rs.60 lakhs and yet there was a high level of energy in all of us because we believed in Nanik and his golden touch," he states.

Balram was a highly qualified engineer and had completed his M. Tech from the Indian Institute of Technology, Powai, Mumbai, and subsequently worked with Mafatlal Computers as a Systems Designer. The Maharashtra State Education Board utilized a system for its examination procedures designed by him. He also created the computer software used by the Bombay Municipal Corporation for its water-billing and accounting operations.

"Balram's forte is his implementation skills," Nanik explains. "He joined us to start Neutron Electronic Systems in February 1986. Initially, Neutron was meant to handle Enkay's service operations. To take care of the large spread of Enkay's installations all over the country, Balram

envisaged the need for modern technology to provide fast and efficient communication systems to the customer.”

At a time when the vast majority of businesses in India maintained records on paper, Enkay broke the tradition and steamed ahead by harnessing the power of automation. In 1987-88, Balram, with support from Nanik and Dayal, designed a fail-safe complaint registration system where nothing was left to chance. The system developed was similar to CRM (Customer Relationship Management) systems that came into the country much later. Balram also designed computerized systems to handle accounting and inventory billing. These were integrated with each other so that there was no repetition of data entry and information was available at all points.

A dedicated fully computerized service center at Wadala maintained a detailed customer database. With just a press of a key, complete details could be had for any of Enkay’s clients, with full information on the telephone systems installed and used by that client, along with a history of complaints received and the action taken to resolve them.

The program allowed Neutron’s engineers to visit each of its clients to undertake preventive maintenance, at least once every two months. After each service call, the engineers communicated with operators in the head office, who would then issue instructions on where to attend to the next call.

Another practical feature of this powerful program was that it enabled the printing of a service card as soon as a customer call was received. The card contained all relevant customer information as well as details of the complaint received. The speed and efficiency that this system imparted to Neutron’s engineers was remarkable. There have been

instances of a Neutron engineer ringing the customer's doorbell barely ten minutes after a complaint had been registered.

Balram elaborates: "Computerization provided us a solid platform from which we could monitor, confirm and recheck client requests. For example, I once received a call from the managing director of a company saying that he had filed a complaint at 9.30 am and had received no solution till afternoon. I checked our computerized system and told him the complaint was registered only at 1.37 pm. In reality, his secretary had forgotten to book the complaint. If we had not covered ourselves with such a system, the blame would have been on us."

Moving ahead resolutely with zest and vision, Neutron blossomed into a full-fledged business organization with its own distinct corporate personality. While it continued to provide after-sales support infrastructure to Enkay, it also began to explore newer horizons for itself. Driven by Nanik's spirit of adventure, the company entered the developing area of video conferencing in 1994. Just as Enkay had teamed up with Nitsuko from Japan to bring to India the best in KTS technology, Neutron forged strategic alliances with the American company *PictureTel* (now *Polycom*) to bring the latest in video conferencing to India.

Nanik elucidates: "For a host of reasons that included the rising cost factor, air-travel would not remain the preferred mode of travel for top companies and software giants to stay in regular touch with their foreign counterparts. Perceiving this change, we began to concentrate on video and audio conferencing. Concurrently, our team had to engage in heavy-duty marketing to introduce this then new and expensive concept of video

conferencing to the Indian market.”

Neutron’s first mega-project was to link the offshore platforms of the *Oil and Natural Gas Commission* (ONGC) to its central office at Bandra in Mumbai through video conferencing. ONGC, one of the foremost public undertakings in India, had three offshore process platforms that needed to be interconnected to the main office. Before Neutron stepped in, a whopping amount was being spent per day simply on the transportation of personnel, engineers and labour even for the most minor of troubleshooting exercises.

The only way to commute to offshore platforms was by helicopter. Firstly, this was proving to be extremely costly and secondly, there were frequent cancellations due to inclement weather, thereby holding up processes and increasing downtime.

The project was a prestigious one for Neutron. Nanik’s colleagues were a little jittery, nonetheless. But Nanik was confidence personified. Even when a lot of funding had to be arranged, he dealt with bank officials and got everything in order in the shortest possible period. The project was implemented in 11 months, a record of sorts. “We put up a multi-point integrated network along with video conferencing facility in such a way that a technical person sitting in Bandra could guide a repair operation at the offshore site without the physical presence of the engineer,” informs Nanik.

Later, Neutron was invited to undertake a project for *Cairn Energy*, a British oil company. Cairn was a committed user of PictureTel products from the time video conferencing was introduced. It wanted to link its head

office in Edinburgh with its Chennai office, a project that Neutron successfully accomplished.

By the year 2000, Neutron's mission statement was clear — to be a pioneer in communications and to remain a leader. It offered integrated solutions in networking for a wide range of businesses, from call centers to IT firms, and heavy engineering to real estate. Neutron has offered solutions to several organizations such as the Carlton Group, National Thermal Power Corporation, Cathay Pacific, Godrej, Enron, Mitsubishi, Larsen and Toubro, Bharat Electronics Limited, Infosys and Citicorp, among others.

As has been mentioned before, Nanik is a meticulous planner. Before embarking on a new project, he takes time to deliberate on all aspects, primarily those involving customer expectations, as well as technical and commercial elements. Nanik also seeks the opinion of his financial advisors and legal consultants before setting foot on new soil.

“Although any business is a risky proposition, there are always certain factors which can be studied in advance. Your homework should always be perfect. If something goes wrong later, it must not be due to the fact that you were too lazy or foolish to not have invested some time and effort in studying the background,” is Nanik's prudent advice.

Adino Telecom

With wireless technology poised to become *the* communication medium of the new millennium, Nanik and Dayal, along with two of their long-time friends, established

Adino Telecom in 1993. The company is a joint venture between *Enkay* and *Onida*.

Onida is the brand name of the products of *MIRC Electronics Pvt. Ltd.* that was established in 1981. The brand has set new standards in the realm of quality electrical home appliances — especially televisions — in the country. In recognition of this, the Ministry of Information Technology, Government of India, had bestowed Onida its Award for Excellence, in 1998.

Vijay Mansukhani, Onida's Founder Director, and Gulu Mirchandani, its Chairman and Managing Director, have been Nanik's long-standing friends. Nanik narrates: "Once, when Vijay came to meet me at my Khandala retreat, we got down to discussing the advent of wireless technology. Both of us agreed that there was tremendous potential in this field and we decided at once to start a joint venture between Enkay and Onida. Having agreed in principle, Dayal next met with Vijay and Gulu to work out the nitty-gritty. Adino Telecom was thus born in 1993."

Mr. S. Ramchandra, who had earlier headed the wireless division at Meltron, expressed interest in joining the new venture. With his long years of expertise in wireless technology and two-way radio communication equipment, Adino was all set to commence operations.

Striking an alliance with the American giant, Motorola, Adino began by distributing the MNC's state-of-the-art two-way radios and trunking systems in India. As Motorola's channel partner, Adino took care of its pre-sales operations, order acquisitions, post-sales operations and support services. Till date, Adino has sold over 100,000 Motorola radios in the Indian market and has, in fact, been a pioneer

in providing digital radio-trunking solutions in India. Over the years, Adino has provided Motorola's wireless solutions to India's Border Security Force (BSF), the police force in certain states of India including Maharashtra, as well as to several organizations in the private sector.

In view of its sterling performance, Motorola awarded Adino with its Gold Award in 1996. Confidently, Adino moved into the emerging area of broadband solutions during the late nineties. "The 90s provide a most interesting case study of how technology and economy move hand in hand. The decade began with a chronic shortage of capital, a ballooning fiscal deficit and a precarious position of external reserves. This actually led to India's economic reforms. By 1993, the growth of technology accelerated remarkably, most significantly in convergence of conventional analog and digital applications. The transmission of voice and video was made possible in standard modulated data streams on common copper pairs," says Nanik.

However, the euphoria in the market proved to be short-lived. While liberalization boosted the economy, there were still various issues like recession, investment ratios and inflation that needed to be sorted out. Innovations, tough, continued to flourish and remarkable changes came about in fiber-based systems and wireless technology, achieving what would once be considered impossible in data transmission and communication. By 1998, the Indian economy showed signs of recovery. Adino flourished and made more than 600 installations of fixed broadband wireless equipment all over India.

In the area of broadband wireless solutions, Adino has successfully implemented a major contract with the Gujarat government to expand the Gujarat State Wide Area

Network (GSWAN) at all district and block levels. Three hundred government offices have already been connected using broadband wireless technology for simultaneous voice/data transmission and video conferencing.

Adino now has offices in India's major cities like Delhi, Hyderabad, Kolkata, Bangalore and Guwahati.

Every company in the Enkay Group has greatly benefited from Nanik's active guidance and direction. Right from the start, he took it upon himself to explore the global market to forge collaborations with the right companies. Towards that end, Nanik and his colleagues participated in many overseas expositions and events that allowed them to identify prospective business partners. It was only after a lot of meticulous study and planning that overseas alliances were entered into. And alliances were made only with the best and the strongest. As Nanik is fond of saying, "If, in a jungle, you wish to be powerful, befriend a lion."

Nanik is ready to enter every door of opportunity that is exposed to him. For example, the national broadband policy declared in October 2004, the country is now all set for a telecom revolution. Nanik is positive that customs duties on telecom equipment and accessories will be reduced to near-zero percentages as agreed by India in the WTO arrangement. Although it will lead to a clutter of competition, reaching out to customers through the best of services will gain primary importance. Here again, Nanik knows that his companies are all keyed up to deliver the goods.

Besides keeping tight vigil on current developments, keeping an eye on the future is equally important. Nanik explains: "We constantly watched technology development

in advanced nations. Sooner or later, these technologies had to come to India because globalization means that you have to be on par with others. We therefore invested in products prematurely, but they soon grew to be in great demand.”

Nanik’s foresight enables him, his team and his companies to always stay a step ahead of the others. Name any area in convergent communications — Internet telephony, wireless Local Area Network (LAN) solutions, Key Telephone Systems (KTS), PABX, audio-video conferencing, voice messaging, radio-trunking, broadband wireless solutions, Wi-Fi, multimedia solutions like plasma and projection systems — and you will find the leading presence of all three companies headed by Nanik — Enkay Technologies India Pvt. Ltd., Adino Telecom, and Neutron Electronic Systems.

Beyond Silver Horizons

On October 14, 2005, Enkay marked its 25th Anniversary with a flourish. It was a glorious day for Nanik, Dayal and Balram, who looked back with pride over their Group’s accomplishments. Looking ahead with complete optimism, they beheld golden horizons of opportunities that beckoned them to greater success and fortune.

The day began with a Tech Show exhibiting the latest products from all Enkay Group companies. Mr. F. C. Kohli, former Deputy Chairman, *Tata Consultancy Services*, inaugurated the show.

The Silver Jubilee celebrations took place in the evening at Hotel Hilton Towers, Mumbai. It was Enkay’s proud and

unique privilege to have as its Chief Guest, Mr. Vilasrao Deshmukh then Chief Minister of Maharashtra. Also in attendance was a high-powered delegation from NEC and Polycom, that had traveled a long way — from Japan, Singapore and Malaysia — to be present at the special occasion. Several captains of industry were also in attendance, and members of the print and electronic media were present to cover the function.

In his speech, Mr. Vilasrao Deshmukh complimented Enkay's sterling contribution to the field of telecom in India. Appreciating the special relations that bind NEC and Enkay, he said that NEC would be given red carpet treatment should it ever decide to open a factory in Maharashtra. Every possible concession, he stated, would be extended, in view of the foreign investment that would flow into India, particularly into Maharashtra.

Anand Mahindra, Vice Chairman and Managing Director of *Mahindra & Mahindra*, one of India's most respected and leading corporate names, was a special guest for the evening. A degree holder in arts and management from the prestigious Harvard University, Anand has won several laurels and accolades, nationally and internationally. He has also been the past President of the Confederation of Indian Industry.

For Nanik, Anand's presence on the evening of October 14, 2005 was deeply significant. Anand's father, the late Harish Mahindra, had been Nanik's friend, philosopher and guide. It was Harish Mahindra, himself a business stalwart in his time, who was the one who had inaugurated Enkay on October 3, 1980.

Anand had especially postponed his overseas trip by a

day to ensure his presence at Enkay's Silver Jubilee celebrations. Addressing the august gathering, he referred to the intimate bond he shared with his late father. Anand said he was aware of the close relations that existed between his father and Nanik, and his presence there was intended to honour these special sentiments. He expressed his appreciation for the level Enkay had reached, and added in a lighter vein that though he had no financial stake in Enkay, he would tell his officers to look into the products Enkay was offering.

A View from the Helm

It has been a long road for Nanik. From his evenings in Ghana when he sat solitarily, watching the sun set over the Atlantic, mentally formulating how he would one day start his own company, to the present time when he sits in his office at Nariman Point as Chairman of the Enkay Group of Companies — it has been a daring and adventurous journey.

But then, Nanik always craved for adventure — he is far from weary and entertains no regrets. “While it is true that many of my initial attempts did not amount to much, they certainly gave me the experience and the maturity necessary to manage bigger projects. Whether it was the time of my struggle in Ghana, or those long working nights at my power looms in Bhiwandi, or the memorable times in the swanky *Eastmen Art Emporium*,” — Nanik pauses nostalgically as his mind rushes through memory lane, “*Enkay*, *Neutron* and *Adino* are the result of everything I learned during those bitter-sweet years. Yes, these companies have indeed been

my dream come true. I have much to thank God for.”

Today, Nanik does not concern himself with the daily activities of his companies. Elaborating, he says: “It is my good fortune to have trustworthy members in my team to whom I can delegate responsibility. Many of them have been working with Enkay for more than twenty years and have become like family members. Of course, I keep myself updated on all vital information and am aware of whatever is discussed at the bi-monthly meetings of all the companies. But as a firm believer in teamwork, I like to give my senior officers a generous degree of latitude in the execution of day-to-day affairs. They, in turn, refer to me for guidance on crucial issues and policy-related matters. It is a system that has served us excellently.”

Nanik’s withdrawal from the active operations of his companies helped him to expand the scope of his social activities. It gave him an opportunity to devote quality time and accomplish a special mission that was very close to his heart — something that he had always wanted to do!