

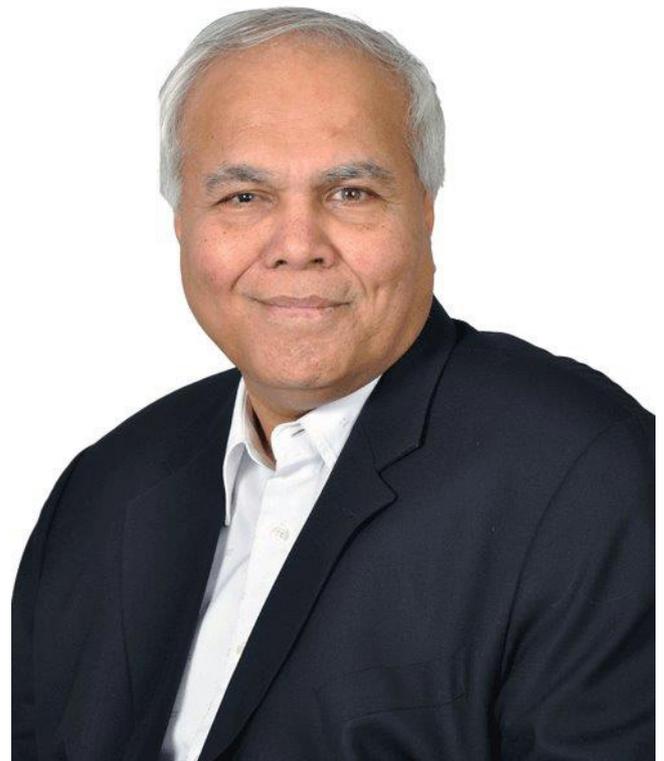
# NARENDRA GOLIYA STORY

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MANY INDUSTRIALISTS DREAM OF EXPORTING THEIR PRODUCTS, BUT ONE INDUSTRIALIST BEGAN HIS CAREER RIGHT FROM EXPORT ITSELF... AND EXPORTS TO WHICH COUNTRY? DIRECTLY TO GERMANY!! HIGHLY COMPETENT AND TECHNICALLY SUPERIOR PRODUCTS SUPPLIER TO TECHNOLOGICALLY ADVANCED COUNTRIES LIKE GERMANY, UK AND USA, NARENDRA GOLIYA IS A ALUMNUS OF IIT, MUMBAI AND STANFORD UNIVERSITY, USA. RISHABH INSTRUMENTS' MAIN PRODUCTS ARE VARIOUS KINDS OF MEASURING INSTRUMENTS IN ENERGY SECTOR FOR MEASUREMENT AND CONTROL. ULTRA-MODERN ,INTELLIGENT METER' WAS THE MAIN INDIGENOUS DEVELOPMENT OF RISHABH INSTRUMENTS. WHATEVER LATEST IS AVAILABLE WORLDWIDE IS MANUFACTURED IN HIS FACTORY AND SUPPLIED GLOBALLY. HE MIGRATED FROM MUMBAI TO NASHIK AND SUBSEQUENTLY BECAME A NASHIKKAR AND THEREAFTER BECAME A CITIZEN OF THE WORLD. HE MANAGES INDUSTRIAL UNITS IN ENGLAND AND POLAND. TO ELABORATE HIS EXTRAORDINARY DECISION MAKING POWER...

## PERSISTENCE :

Ultra modern technology, innovative concepts and aggressive marketing are not the only factors for developing any industry, common sense and business foresight are equally important. Rishabh Instruments from Nashik have captured excellent market share in Germany right from inception. To meet European requirements; instead of exporting to Germany, whether we can start manufacturing in Germany itself was the prime thought in the minds of the Chairman, Mr. Narendra Goliya. To bring this thought to reality, he started collecting information about establishing a manufacturing unit in Europe. He visited many countries to learn the systems there and do a SWOT analysis of his industrial enterprise. He was well aware that Germany is a high cost country when compared to India for manufacturing. In addition, to work in Germany, there was stiff competition with the local manufacturers on pricing, quality and brand. Cost of manufacturing was the main difficulty. Then he started thinking in an ,out of the box' fashion. Poland is neighboring to Germany and its financial situation and industrial culture was closer to India. He collected information about industrial scenario in Poland and a miracle happened. He got information that an industry in a town called ,Zielona Gora' which is very close to the German Border was available for sale in Poland. He immediately purchased the unit and within a short span of time started expanding



*I learnt how to communicate with others and respect other's views even though they are not in line with my thinking. I became habituated to eliminating traditional way of thinking and taking independent stand in a logical and ethical environment during my IIT career.*

this unit. Zielona Gora was at a distance of less than 100 kilometers from the German border. Also to his advantage, distance between ‚Zielona Gora’ in Poland and Germany’s capital Berlin is about 200 kilometers...! Less than Nashik to Pune! Most important, as per German laws and looking at the local financial situation, employees were required to be paid an annual salary of 50-52 lacs (in Indian Rupees) in Germany, whereas they were required to be paid only 15 to 20 lacs in Poland...! He made this decision and his products manufactured in Poland became more profitable. On the same grounds he extended his industrial empire to England too. Negotiations are going on and very soon another independent production unit will be established in another part of the world.

Narendra Goliya ... an outstanding name in Nashik Industrial Area. His products are different, his business is different and not a person to be highlighted at corporate level. He is mainly busy and involved in his own business, new researches and investigations, developments in and outside India. Many industrial houses have a separate ‚R&D’ department. He has separate R&D buildings. Various measuring instruments manufactured with ultra-modern and state-of-the-art technology in the energy segment duly type tested to international standards is the specialty of this R&D. His industry has a different identity in the world fraternity of measuring instruments. Here new and latest inventions are incorporated in manufactured products on a continuous basis. Electricity Generation, Transmission and Distribution authorities essentially need his products. At commencement in the 80s, all the manufacturing operations were manually handled, but now they all are automated. Now intelligent meters are available and they can speak machine language for effective communication. It is called ‚modbus’, ‚Bacnet’, „Ethernet” and ‚Profibus’ language. Meter and machine is so efficiently co-coordinated that every machine requirement is identified and direct decision is taken in real time on switching, increasing or decreasing parameters like temperature, humidity, current etc. Earlier electricity in India used to go off for 3 hours at a stretch many times in a day but now it is available 24X7 hours in most parts of the country. But how does one measure its efficiency? Electricity may ‚dip’ or swell in one by ten lakhth of a second (a micro second). Especially various ultra modern hospitals need sophisticated medical instruments which are running only on ‚pure electricity’. Instruments made by Rishabh are useful in measuring the electrical disturbances in such ultra-modern instruments. Artificial intelligence of these instruments suggests the necessity of pure electricity to the instruments and the supply is regulated for that particular period. This is only an example. Likewise number of instruments and examples can be given on the production of this industry. To know the basics of development under the flagship of Narendra Goliya and to know more about him is a entirely fascinating experience.

Originally, the Goliya family is from Jodhpur and Bikaner in Rajasthan. But his father, Shri Johrimal Goliya migrated from Bikaner to Mumbai after completing his education in Rajasthan and started his own trading business with his brothers. Narendra was born in this business family at Jodhpur, which is his maternal grandfather’s place. Narendra completed his education in Mumbai. Narendra passed matriculation in 1968 from Don Bosco High School and thereafter got admission into ‚IIT’ Powai after doing F.Y.Sc. from St. Xavier’s College and passed B.Tech. in 1974 from IIT, Bombay in Electrical Engineering. He then went to America for higher education and completed his M.S. from Stanford University before returning to India.

Five years for a under graduate degree at ‚IIT’ (as per the then curriculum) was very useful and important for him. He says, „IIT is a world in itself. Intelligent students from each state of India and abroad come and take admission in IIT. Hostel was and is compulsory for everyone including for students from Mumbai. Our thinking and debating power is enhanced at IIT.. We used to get excellent lectures on each and every subject. I learnt how to communicate with others and respect other’s views even though they are not in line with my thinking. I became habituated to eliminating traditional way of thinking and taking independent stand in a logical and ethical environment during my IIT career. Most important was that all admissions to IIT depended only on merit. During our days, even the director’s son with less mark could not qualify and was therefore not admitted. Our personality was groomed for subjects like Spoken and written English, Logic, Ethics, and Business Management along with Basic and advanced Engineering.

For Students from engineering side, their preparation and submission of ‚project’ during last year became very important. Narendra selected the project - ‚computer aided network analysis.’ Today you may not realize the importance of this subject, but in the past when computers were of the size of a whole building; computer required for the chosen analysis was only available with ‚Tata Institute of Fundamental Research’ (TIFR) and students from IIT MUMBAI were required to go to TIFR and carry out their trials. With the help of this computer, his subject ‚Analysis of Electrical Circuit” was done under an able guide from IIT Bombay’. One can realize the specialization of the subject and efforts to go ahead of time in using advanced computers for network analysis.

**Immediately after completing his engineering he got an opportunity to go to America.** Total cost for M.S. degree including to and fro travel and living expenses were around one lac rupees. His father gave him the money. He went to America to complete his M.S. in Electrical Engineering and brought back forty thousand rupees at the time of returning and returned it to his father!

He says, „I am a *Marwari*, business is in our blood. Before going I helped my friends to have true copies of their mark sheets, documents etc. and thereby I could save 2-4 thousand rupees. After reaching America I realize that graduate students were giving tuitions to under-graduates. I too gave tuitions to under-graduates as well as worked as lab assistant. During a span of one year I could earn forty thousand rupees. I stayed there most economically and concentrated on my studies. Therefore where others would take one and half to two years for completing the M.S. syllabus at Stanford, I finished it within one year and saved money and time.

**I toured the whole world with the money saved. I stopped at 23 locations while returning from US to India and tried to understand the different cultures and see the world.**

Stanford University is one of the world's three best universities. 'MIT' for engineering and 'Harvard' for Business Management are America's other important universities. Various technology professors studied at other universities teach at Stanford and made Stanford what it was. Stanford Campus used to have 10-12 living Nobel Laurates at that time. Narendra was fortunate to have the opportunity to shake hands with William Shockley who invented transistors, during that period. 'IC' (Integrated Circuit) was becoming popular with medium and high scale integration (LSI and MSI). Micro-electronics originated in America in the Silicon Valley and has caught the whole world. **Narendra completed his MS Project on micro-electronics under Professor James Meindl at Standord.** After gathering all this knowledge, he returned to India. At that time India was very much backward in this field of micro electronics and a developing nation to the world.

Here in India his father, Johrimal Goliya was working in the field of Electrical Measuring Equipments from Bombay, he used to import all these equipments from Germany, Japan, Czechoslovakia, Hungary etc. and sell them throughout India. He used to earn good amount of income from this business. He knew the value of education and therefore he did not hesitate to spend one lac rupees, a princely sum in those days on the education of his son in an American University.

**Narendra, after returning, started thinking of establishing a separate business in the field of modern technology.** At that time government companies like Meltron, Keltron, Uptron etc. were already in the field of electronics. Any new company wishing to enter into this market required to obtain government permit for the same. Government used to issue this permit only on one condition - Partnership. Either the state of the central government must have 51% and the other

party 49% share...! This condition was not acceptable to Narendra. He was determined on his opinion that to run a company is not government's business. In this context he contacted 'Director General of Technology Development (DGTD)'. Special permits and licenses were issued from them. At that time government used to give permits only on the grounds that company's capacity utilization and production were pre-decided by the government. The industrialist exceeding this limit was liable for heavy fine. This was the Licence Permit Raj. In this scenario it was not possible to run a business for Narendra. Therefore, even having capacity to manufacture import substituted products, he continued to look into his father's business from 1975 to 1983, import the equipments and sell in Indian market, but in 1983 he decided to do one small experiment by starting a small scale industry.

Narendra Goliya says, „the economic planners sitting in Delhi converted our nation into a small island in the world economy”. Import duty used to be very heavy. 125 % means if an item of 100 rupees CIF is to be imported into India, one will have to pay 125 rupees import tax on it. Therefore import was very limited or then many things use to come into Indian market through smuggling. Export was not possible at all, because in foreign countries who was going to accept our third rated technology at such crazy prices? Therefore in Indian market quality products imported through smuggling were sold with heavy price or third rated products with wrong pricing. At that time when one wanted to go to Pune from Mumbai, by car, he was necessarily required to stop his car before Khopoli Ghat for cooling down the engine, fill water in radiator and then proceed further and even then with doubts of stopping the car anywhere in between... Common man's situation in this country was miserable. Everywhere there were restrictions. Officers sitting in Delhi used to control the nation. During this period nation wasted 15 to 20 valuable years, in his opinion “nation became rotten in a control and command regime.”

In the mean time, during the year 1983 he started manufacturing some electrical equipment in a small scale industry set up in Nashik. Of course, all the formalities like permissions, permits etc. were duly completed. His father took a leading part in this business. He provided employment to some 40-50 people also, but there are some explosive elements in our society who are more active only for destruction. To destroy the cotton mills and put lacs of its workmen to the streets for begging was the main activity of so called labour leaders like Datta Samant. Datta Samant also introduced his union in this industry run by his father, misguided the workmen for his illogical demands and finally Sr. Goliya decided to close down the factory. This decision made no difference to Datta Samant, but the workmen became jobless, their livelihood was taken away. Goliya too suffered a lot; industry in Mumbai was forcefully closed down.

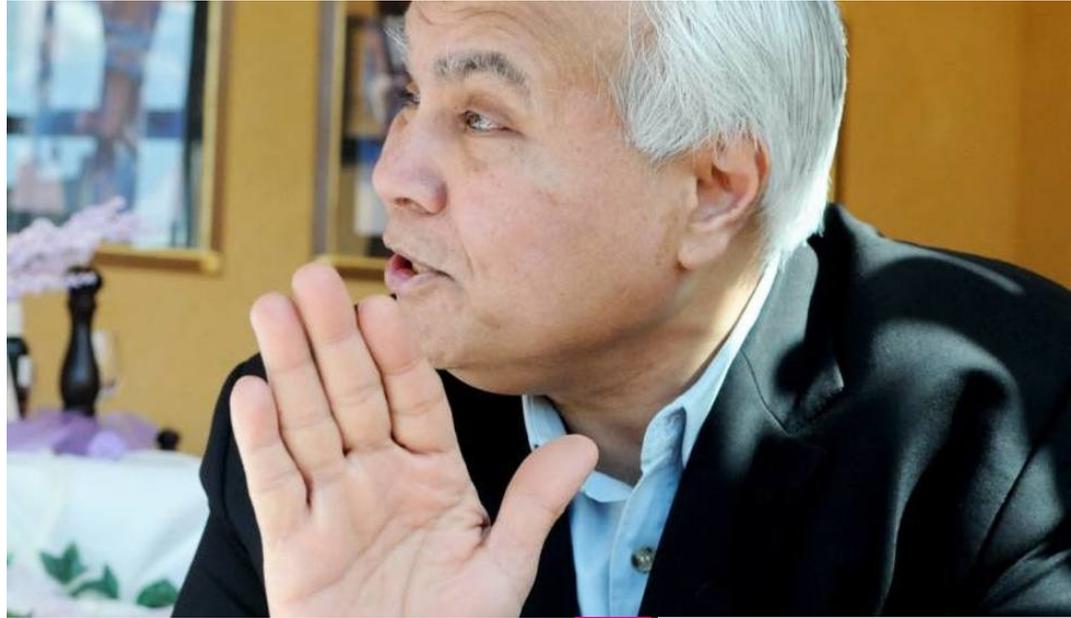
This was a period of training and preparation for Narendra. He was observing the situation at the tender age of 32 only. While associating with his father's business he traveled abroad, visited 8-10 companies in different parts of the world. He was thinking ahead of time. By this time the rules were liberalized. 'DGTD' started giving permission to independent businesses. Narendra obtained one such permission. During his German tour, he entered into collaboration with 'BBC' (Brown Boveri Corporation) for technical co-operation. This agreement was signed in 1982. As per this agreement with BBC Metrawatt, he was supposed to pay 50% of the technical licence fees as down payment and the balance 50% by installments during a span of three years after commencement of the manufacturing of the licensed products.

That time 'SICOM' was the only development institution of the Government of Maharashtra to help financially to start industrial units in Maharashtra. SICOM sanctioned the loan. Question was where to set up the unit. He was shown places from Jalgaon, Pune, Ahmedabad, Jaipur and Nashik.

Pune was his in-laws city. To maintain good relations with in-laws, one should move to other city was his thinking. His total family including his father-mother, three uncles and their children who all stayed in the same building in Sion, cousins all put together were 13 brothers and 5 sisters. They was having their four storied building and it was one big family. Therefore Narendra selected Nashik as the nearest place from his family and in 1985 he moved to Nashik. He got a Plot No F-31 admeasuring two and half acre in Satpur Industrial Area. SICOM sanctioned a loan of 58 lac rupees. He constructed a building of 10,000 sq.ft. on it and started actual production. **From this point onwards his dreams became a reality and a continuous process to convert his further dreams into reality.**

Narendra Goliya describes his experience as, „actually a plot of half an acre” was sufficient for me. But my work is going to increase and I was confident that in future I will need more space. Therefore I tried for a plot of bigger size and in hind sight, I was benefited. **I fixed up brand in the name of n 'Rishabh' and started manufacturing our first product 'Analogue Meter'.** As compared with the situation at that time, our product

was much advanced which was measuring voltage and current at the same time with a lot of safety features built in. But unfortunately the product did not fetch proper response from the market in India. My loan was with interest @ 18% p.a. and I could not repay the installments. I needed to take additional loans for paying the interest, not to mention repayment of principal loan. Since I could not get proper response for sale of the finished products, my working capital i.e. money for day to day requirement was exhausted and in this situation ones efforts did not give proper results because one could not approach his customers effectively with confirmed delivery dates.



Photograph by Mariusz Kapala, Gazeta Lubuska

Situation came at one point of time in 1989 my original loan of 58 lakhs reached 91 lacs by adding the compound interest of SICOM and the bank.

„Loan was piling up for four years with no repayment. SICOM was naturally worried. Earlier they used to send letters. After four years of follow up, their MD himself came to visit our factory in Nasik along with some other officers. Immediately on arrival the officers started firing questions, making sarcastic comments. “If you cannot run the industry, why don't you close down.”

I removed the keys of the factory from my drawer and threw the keys at one of the officers. The officers were shocked, but their MD was calm and quiet. MD's position of SICOM used to be held by IAS cadre officer. He could understand the situation in the right perspective...”

„They started discussing about my industry, my production and difficulties. My difficulties were explained to them properly. They then asked me, ‚what should be done?’. I said, ‚I need extension of another 3 months and some more loan for working capital.’ They deliberated on this proposal. Accompanying officers were restless. MD of SICOM asked the officers, ‚if he does not repay present loan, what is the SICOM policy?’ They replied, ‚we will

have to sell the assets of the company and write off the balance loan. MD said, 'if we write off after another three months, what is the problem?', officers said, 'not much.' Then MD said, 'instead of writing off the loan of 91 lacs, can we write off the loan of 100 lacs.' Officers were surprised. They understood what the MD was saying and agreed to sanction another loan of 9 lac rupees. „This 9 lac rupees was the lifeline for me. After that I have never looked back. I repaid every rupee of SICOM loan with interest.” This was the real turning point in the life of the company. From being declared a “SICK UNIT” to a regular unit growing year by year was the outcome of this foresighted MD of Sicom.

**This is an excellent example of an officer understanding the difficulties of industrialists and if the industrialist too is honest, what better can happen.** MD's name was Srinivasan. He realized Narendra's difficulty and his professionalism. He realized that product was excellent and the unit was stuck because of lack of 'working capital'. Initial loan was exhausted in Building and Machinery. Subsequent loans were utilized in repayment of interest part, there was no working capital left over. On getting the same the unit became healthy. These kind of competent officers are very rare and limited even today. Government must increase the pool of IAS officers who can lead the country in the 21st century.

Before knowing about products manufactured, agreement with Germany and subsequent development, let us understand the actual meaning of the word, 'write off' used in connection with Banks. During the year 2016-17, State Bank of India used the same word in connection with Wine Manufacturer from India Vijay Mallya and some fools created a panic situation throughout the country. They conveniently proposed meaning of 'write off' as 'exemption of loan'. To write off a loan, means it is entered in a separate list of bank loans. This is a separate arrangement for avoiding excessive pressure on 'NPA' and thereby avoiding financial pressure on the industry and the banks. Even after write off the bank's right to seizure, recovery, and making auction of the property remains intact. This was an incidence in the beginning of Narendra Goliya's career too, but with Sicom MD's intervention, he could come out of the situation.

**After getting sufficient working capital, production activity got speed, money invested in stocks and debtors ultimately started getting more and more sales. Loan's initial problem was sorted out, but there was another bigger problem.** While entering into technical collaboration with the German company, 50% of the agreed amount was paid initially and balance amount agreed and accepted to pay in installments in three years after start of production. These three years passed without a single installment. Foreign Companies are very strict as far as royalty payment is concern. BBC Metrawatt could not get

the royalty even after sending several reminders and therefore they deputed two of their officers to visit India. Instead of meeting Narendra, they preferred to contact an advocate and explained the situation to him. Subject was very clear and it was claimed by the Advocate that they were going to win the case, if they went to an Indian court. After hiring the services the two officers along with the advocate came to Nashik to meet Narendra.

Narendra Goliya explains the discussion in detail as, „they came to me. I welcomed all of them. They enquired about the situation. They made it clear to me that they are going to go to court and win the case. I accepted all their arguments and asked - you will win the case, but what next? How are you going to recover money from me? Will you close down my factory? How much are you going to recover by selling my assets? I do not have money even to take poison? What are you going to do?...

The Germans with the advocate were surprised and started thinking and I then suggested an alternative to them. I showed my product to them, showed its specifications. Technology was given by them and it was only a question of quality. They evaluated and concluded that quality was excellent. Then I asked them, - what is your cost of manufacturing it in Germany? Their cost of manufacturing was 104 rupees. I suggested to them, instead of you manufacturing these items in Germany, why don't you purchase them from Rishabh? I will give it to you at 70 rupees. With this arrangement, I will get business and your money also will be recovered.”

Narendra could find this alternate arrangement from a very difficult situation. Metrawatt also thought this proposal to be justified. Without doing anything they were going to earn a profit of 34 rupees and from that their overdue amount could also be recovered. Here Narendra's cost of manufacturing was only 35 rupees and his profit was still 35 rupees!! Every player in this game was a winner. This product was free to sell in Indian market. German company accepted this offer. One huge order was exported directly. Goods worth half container was exported directly to Germany. 'Rishabh' started repayment of its debts from this export income and in a period of two years time, entire debt of Metrawatt was paid off. Most importantly our products have a market in Germany gave a confidence to him which also helped to a great extent to capture other Indian and foreign markets.

■ ■ German's started thinking in a different way. If Indian manufacturer can give us exactly identical product at 30% less price they why not give some more opportunities for other products? This proposal was put up before Narendra Goliya. It was his second 'collaboration'. This time product was 'multimeter' and cards were on Narendra's side. Earlier export was to set-off the debts, now it is for 'cost saving'. Situation had changed!!! Therefore Narendra made a new Agreement. Earlier huge amount of fees were

paid off in the name of 'Technology fee' or 'Royalty'. This time he refused straight away to give any kind of 'fee', because this time production was for them only. Moreover the same product can be sold in Indian market and he kept that right. This was the main clause in the new agreement. This new agreement was completed totally commercially. This was in the year 1995. Thereafter during 1996-97 some more products were introduced. Initially some raw material used to be imported; afterwards those parts were manufactured in India. After knowing the economics behind this, he concentrated on 'backward integration' and started manufacturing entire range of products and their components in India.

**To do business at that time in India was very difficult.** Everywhere government intervention was specialty in our economy!! Initially import duty used to be 125%, which slowly went down to 20%. License was a must and one had to go to Delhi for its renewal after every three months and pay bribe to the officer sitting there. Permit for foreign exchange was required to go abroad even for business and attending exhibitions. Flight was at 1 O'clock in the morning and permit was issued at 5 pm previous evening. Then to run around for Travelers Cheque, go home, pick-up baggage and rush to the airport...!! After 1991, the situation became easy due to open economy. During P.V.Narsimha Rao's Prime Ministership, Dr. Manmohan Singh, the Finance Minister gave positive direction to economy. Narendra Goliya could fetch the benefits of this situation in a proper way. He could make technical collaboration with the companies from Switzerland, Italy and England. Products like 'Protection Relay', 'Multi-function Meter' which are common today, but once upon a time they were ultra-modern technology for India. Narendra Goliya brought this to India. After 1990-91 he could establish himself in the business and recorded a continuous 'cumulative growth rate' of more 20% year on year. (20% CAGR)

Technology changes every year but during the last 5-6 year's speed of technology change is increasing continuously. Initially Electricity Load Despatch Centres used to manage electricity distribution; every function was handled manually. Now a day this entire system has become 'automated'. Earlier meter used to be 'stand alone', now they are 'intelligent meters'. The reference in the beginning of this article for purity of electricity is not sensational but necessary. Wherever ultra modern technology is used, it requires pure electricity. We have electrical frequency (power frequency) of 50 Hertz i.e. 50 sine waves are generated per second. Each and every sine wave is important. Any minor breakage even for a micro second can be a problem for the entire distribution system. To measure and control the same is not only a job in advanced technological world, to keep track of the same and accordingly take prohibitive and timely action is the requirement in every distribution system and Rishabh helps in doing the necessary measurement.

His analog meters are sold worldwide. As per his saying, if 10 meters are sold anywhere in the world market, one out of them is manufactured by 'Rishabh'! New category of 'multifunction meter' is introduced in the market. This company is the worldwide pioneer in 'touch screen meter' and 'industrial grade multi meters'.

First products were introduced worldwide by 'Rishabh'! Analog panel meter, current transformer, shunt (DC voltage counting meter), 'cam' switches, protector relay, digital panel meter, multi-functional meter, transducers, isolator, power quality and power supply, equipments required for paperless recording, temperature controllers, digital multi meters, clamp meters, isolation tester, earth tester are other similar to these and are his total products basket. He has industrial set-up at Poland, England and America with head office at Nashik. This can only be achieved by sincere, hard and consistent efforts. 'Rishabh' is progressing with technical collaboration in 7 countries and 9 companies!! So far 17 patents are registered in the name of 'Rishabh' and since our technology can be marketed worldwide, they have stopped registering their patents. They have 40% market share locally and export to the tune of 60%. Turnover of Nashik company is 120 crore, Poland unit is 200 crores and England unit is 20 crores. He is in the process of buying one more unit.. After that group turnover will reach 500 crores. They have 2 units in Nashik with a workforce of 1000 workmen, they have 2 units in Poland with a workforce of 600 workmen and England has a workforce of 10 workmen.

**Narendra Goliya says - „if you want to run a business in a modern environment way, you must have technology and ultra-modern production facilities.** We have many foreign collaborations, but not everyone is giving ultra-modern technology. Some pass on their outdated technology to us. If someone does sells latest technology it is at very much higher price, so we decided, we ourselves should develop technology. Therefore we decided to strengthen our 'R&D' activity. **We have 60 people working in R&D and we have separate building for it.”**

How it happens exactly? He says, „Technology is of two types - 'product technology' and 'process technology'. If you make some changes in it, you can change the cost of production. E.g. In current transformers where magnetic field is there, you will have to prepare the laminations. Then you have to do complete heat treatment on it. We were required to use 1 kg material for this process. We modified the process and we could finish the job in 600 grams. We make 2000 pieces every day. We could save 2000 x 400 grams = 800 kg per day



material was saved. Here we could bring down the cost of production almost by 50%. This is process innovation...! We make meter housing using plastic. One shot used to make only one housing on a injection molding. We developed a system that was making two housing in one shot. This is another process innovation.”

International quality recognition ,NABL’ for ,in-house lab’ is the brightest specialty of ,Rishabh’. Department of Scientific & Industrial Research Ministry (DSIR), India has given approval to our ,R&D’. We get rebate on the expenditure incurred on research. During this entire span of development highly trained manpower factor was the main challenge for Narendra Goliya. He has got employees from last 25-30 years. He says, „we recruit boys in the company directly from college. We give them training. We started our company with this pattern only. Group of 7-8 people recruited in the year 1990 is still with Rishabh Every year we recruit 8-10 candidates, train them. Out of them 4-5 continue with us and balance move to Mumbai-Pune. We run our own training school. Those who continue with us reach to the higher positions, but we find it difficult to have good and proper manpower in Nashik. Not only technical, but CA, HR people also required to be brought from outside of Nashik.”

In the circumstances was it easy task to accept the challenge to establish a unit in Poland? It was not. He says, „the decision was very difficult. When in the year 2010 I decided to purchase the company in Poland, it was double the size of present company in India. There was no past experience of working in another country. I started working in Poland after purchasing the company for two years. I used to go and work there for one month and come back to Nashik in the next month. After understanding the Polish business,

we recruited one Indian person as CEO there and then my visits to Poland became less.” He has grown the Polish company continuously over the last 5 years.

Narendra Goliya is a Chairman of this industry cluster, NEC. Vikram Sarda and Sharad Shah are the two co-Directors. It is the most successful Cluster in India helping industries with modern technology and industrial facilities. Mr. Goliya is actively involved in many social activities related to industrial sector. Conception of Nashik Engineering Cluster is the example of his and his groups foresight. Latest machinery and infrastructure of every segment of software, machining, heat treatment is available there. Small industrialist cannot afford to invest huge investment, so here is the answer for them. The facilities available here are most useful for them. This centre came into existence in the year 2011. Government and private sector together have a investment of over 60 crore rupees for this. Another ,cluster’ started at Aurangabad is a copy of Nashik cluster and has taken inspiration from the Nashik Cluster.

Narendra Goliya is having a company which is making export to almost every country worldwide, industrial expansion in three countries, providing employment to almost 1750 people, total turnover of 500 crores, and there are lot many things one can learn from him. His thoughts, and experience from the world which he could travel and experience is also an exciting conversation. Stanford University is his most loved university. He completed his M.S. from this university. Various different branches of education like Engineering, Management, Law, Medical, Art are taught in this single campus and this kind of facility should also be available in India, this kind of universities should be developed in India is his thinking.



He is determined that there is no alternative for education and hard work. He confess that his father educated him and therefore he is at this level and to come out of his father's obligation, he is generous in incurring the educational expenses of his workmen's children. His view in looking after his employees is different. He says - „always try to stand and observe from children's shoes". Educate atleast the ones who have a flair for learning. At the same time he says that ,never say die' is the most useful proverb. Two chapatti's are enough to sustain, god gives it to everyone, but young generation should go beyond, think ,out of box', bring innovative ideas and concepts into existence are his expectations from the youths.

He is against the attitude of abusing government. He very clearly states - „it is not fair to abuse government without you doing anything. You eat pan, spit on the roads, make surrounding dirty... and then ask - what Modi is doing? What he can do?" Education system in our country needs to be changed from its roots, more emphasis should be given on original thinking and celebrating failures is his sincere suggestion. What he says today has a meaning. This self confidence is generated from his own efforts. He has traveled a lot with unfavorable circumstances with controlled patience and great efforts and, therefore, it is a important model example for each and every sector.

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<i>My supporters :</i>	SICOM, Mumbai. Gosen Metrawatt – Germany, SBI Nashik
<i>My idol :</i>	Father
<i>My plus points:</i>	Self Control, Patience, Logical Thinking, Man of Action, well Educated, Dare to make mistakes.
<i>Principle of my life :</i>	Honesty, Quality and Hard Work.
<i>My definition for success :</i>	To fix difficult target for self and work until its fulfillment.