

A Case Study on Small Town Big Player – Enjay IT Solutions Ltd., Bhilad

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ABSTRACT

Adequately trained Manpower is a problem that affects the IT industry as a whole, but it is particularly acute for Enjay IT Solution. Enjay's location in a semi-urban or rural area makes it even more difficult to find a talented employee with the right skills. As the competition for skilled workers grows, it becomes more difficult to attract and keep those workers who have the requisite training and experience.

Keywords— Enjay IT Solutions, Bhilad, Software Company

I. CASE INTRODUCTION

The Information Technology Sector is central to the nation's security, economy, and public fitness and protection as businesses, governments, academia, and private residents are increasingly based upon Information Technology Sector features. These digital and distributed features produce and offer hardware, software, and facts generation structures and services, and—in collaboration with the Communications Sector—the Internet. The region's complicated and dynamic surroundings make identifying threats and assessing vulnerabilities hard and requires that those obligations be addressed in a collaborative and innovative fashion. Information Technology Sector features are operated through a combination of entities—frequently proprietors and operators and their respective associations—that preserve and reconstitute the network, together with the Internet. Although information generation infrastructure has a positive stage of inherent resilience, its interdependent and interconnected structure gives demanding situations in addition to possibilities for coordinating public and private region preparedness and safety activities. The global sourcing market in India continues to grow at a higher pace compared to the IT- Business Process Management (BPM) industry. India is the leading sourcing destination across the world, accounting for approximately 55% market share of the US\$ 200-250 billion global services sourcing business in 2019-20. The IT industry accounted for 8% of India's GDP in 2020. According to STPI (Software Technology Park of India), software exports by the IT companies connected to it, stood at Rs. 1.20 lakh crore (US\$ 16.29 billion) in the first quarter of

FY22. Indian software product industry is expected to reach US\$ 100 billion by 2025. Indian companies are focusing to invest internationally to expand global footprint and enhance their global delivery centres. India is the topmost offshoring destination for IT companies across the world. Having proven its capabilities in delivering both on-shore and off-shore services to global clients, emerging technologies now offer an entire new gamut of opportunities for top IT firms in India. The industry is expected to grow to US\$ 350 billion by 2025 and BPM is expected to account for US\$ 50 - 55 billion of the total revenue.

The Nation is experiencing the influx of IT Companies right from Tier 1 cities to the Rural belt as well. One of such companies that is based out from the Semi-Urban region is the Enjay IT Solutions, situated at Bhilad, a small town in South Gujarat. Enjay is an Indian Software product company, it started its journey as Enjay Computer Consultancy all the way back in 1994/95, with providing services like Assembly of Hardware, Maintenance, peripherals etc. It was started by 3 brothers, Mr. Limesh, Mr. Chaitanya & Mr. Siddheshwar Parekh. Infact the name Enjay comes from the first initials of Mr. Narendra & Ms. Jyotsna – Parents of these 3 brothers. In 1997/98, it was converted to Enjay Network Solutions, and the focus shifted from hardware to Networking, Linux etc. In 1998, Enjay launched remote booting of Windows 95, which was quite revolutionary at that time. But there was a limitation to this solution, it could not be sold through a reseller, it was a kind of consultancy. In 2001, Enjay Thin Client card was released. The Model was scalable. At that time Thin Client was a very new concept and the acceptance to it was very low. But slowly business grew, and Enjay became to be known as Thin Client “Card Wala”. Enjay is the one of the pioneers of ThinClient Solutions in India. It has developed various solutions in Storage & network monitoring apart from coming up with few very useful Cloud based software. Small and medium size enterprises in India are the growth engine of Indian economy. Collectively they contribute \$180 Billion of revenue with high growth rate and provide employment to 75% of workforce in India through the manifestation of the relentless entrepreneurial dreams. And, all these entrepreneurs run their business on a very tight budget. The Founders of Enjay i.e., Parekh Brothers, dreamed to enable these millions of entrepreneurs with innovative,

inexpensive and useful business products. Enjay wants to Empower Enterprise with Ennovations (Electronic Innovation). In 2007 Enjay started with a vision to empower SMEs in India with innovative and inexpensive business solutions. The Company has since then launched products that have been sold in various segments of SME industry and also education. Enjay's mission is to provide ground breaking technology solutions which are affordable to customers and profitable to partners. Enjay also offers Smart Enterprise class Storage, Telephony, Linux on Desktop, Cloud, Desktop Monitoring solutions. All solutions are developed in house by Enjay, hence anything and everything can be customized according to the business requirement in a very short time and at a very reasonable cost. With a PAN India presence for service, support & RMA, they can deliver the solution and peace of mind both with a guarantee.

II. ENJAY'S PROFILE AND TIMELINE

An Indian software product company, from a small village called Bhilad (Gujarat, India). Enjay is Technology Company helping small business grow big and big business grow bigger. Enjay is known for their E-nnovative solutions offerings for Indian SME market. Enjay has 2 Offices – Bhilad and Ahmedabad. The 80+ Employees base supports the service to 2,000+ Customers and the figures go beyond when we include the International players' association with Enjay. The Core Team which includes the part of Family members but has grown into larger family of all employees together. The team is a group of dedicated & Committed staff who believe in innovation. The Company is on growth trajectory with good 50% + growth year on Year in recent past. The key personnel in the hierarchy include:

- ✓ Limesh Parekh - CEO
- ✓ Chaitanya Parekh - CTO
- ✓ Siddheshwar Parekh - COO
- ✓ Bhuvnesh Patel -CFO
- ✓ Taufik Patel - VP Sales
- ✓ Vishal Patel - VP Product (Telephony)
- ✓ Ishani Lad - VP Project
- ✓ Surya Nirmal - VP Project
- ✓ Vishal Dake - VP Mobile Technologies

The Company enjoying connect with 23 Countries and the clients are experiencing the satisfactory support from the company. The Company has its YouTube channel in the name of ENJAY NETWORK SOLUTIONS, which eventually speaks in volume about the company. Enjay is a product based and not a project-based company i.e. a company that creates or designs their products or application in advance even before the clients approach them. There is longer stability in the product-based company. In 2011 they created a Firewall (Enterprise Feature) which did not

succeed because they did not anticipate the required strength in order to make the application a success. The strategy of pricing of the software does not work on markup pricing. The CRM product is a flagship product for them which is the main revenue earner for the company. The company has its own share of challenges which includes high risk, high gestation period, Product choice, Pandemic time - work from home, however amidst all these challenges the Organisation is taking progressive steps. Enjay IT Solutions provide equal opportunities to employees leading to demonstration of a good organization culture. They also provide a positive organization culture by creating new products. As a business they have understood that maintaining progressive culture is good and one of the premium ways to promote culture is to keep training the employees. The competitors of Enjay are of huge repute, that eventually signifies the repute of Enjay. To name a few Sales Force (US Company) whose pricing factor is high, Zoho tec. Even though their competitors are global leaders, many customers migrated to Enjay IT Solutions on the grounds of better pricing factor established by Enjay. The company demonstrates the Channel friendly approach in the forms of Policy, Process and Culture.

Time Lines

- **1994** - Enjay Computer Consultancy - Providing services like Assembly of Hardware, Maintenance, peripherals etc.
- **1997** - Enjay Network Solutions - It was converted to Enjay Network Solutions, and the focus shifted from hardware to Networking, Linux etc.
- **1998** - Windows 95 Remote booting - When HDD was costly, win 95 without HDD was a big deal, that was innovation with which Enjay started.
- **2001** - India's first Thin Client Card - A PCI Lan card with boot rom that can convert a regular Desktop to a diskless Thin Client.
- **2004** - Thin Client Devices - Not the first to launch it, but first Indian company to launch in Indian market. Thin Client market in India was growing fast back then.
- **2006** - Enjay Tornado OS (for Thin Client) - A First ever Indian company to launch Thin Client Operating System Enjay Tornado. Powers Enjay Thin Clients and Also few of white labeled OEM brands.
- **2008** - Enjay CRM Launched - They started using CRM in 2004, then formed a development team and sold first CRM in 2008, CRM was a very unknown phenomenon back then.
- **2009** - Enjay Synapse Telephony Launched - A fledged IPPBX appliance with call recording, IVR and Call Center Capabilities. CRM and Telephony made a killer combination for Enjay.
- **2013** - Enjay Tiguin Liunux OS Launched - Linux OS for Desktops & Terminal Server specifically designed for Indian Market It has built in Office Suits, Browser, Email Client and above all capability to run Tally ERP 9.

- **2014** - Tally Tests & recommended Tiguin OS For Tally - Tally solutions, Bangalore did extensive testing of Tiguin Linux OS. Tiguin Linux also appears on Tally's website as supported Operating Systems.
- **2015** - Enjoy Cloud for Tally Launched - Optimized and hardened Cloud version of Tiguin Linux OS is specifically designed to run Tally on cloud. Enjoy is India's largest cloud Provider for Tally.
- **2017** - Enterprise/Gov Custom Acquired - Till 2016, Enjoy had been preferred vendor for SEMs, in 2017 they bagged Some Big and Prestigious Projects.
- **2019** - Samparksetu Launched - The BIG Business App For SMALL Business Owners. Multi-Channel Drip Marketing App Using WhatsApp, SMS, Email And Calls. Useful For Cross-Selling, Generating Leads, Prospecting, Relationship Building.
- **2020** - Sangam CRM Launched - Fully customizable cloud-based CRM with Native Mobile Apps for iOS and Android. Sangam CRM is useful for Marketing, Sales and Helpdesk (Support).

Enjoy IT Solution experiences one of its primary challenges as adequately trained Manpower, which eventually is a universal problem but specific to IT Industry & Enjoy being at a town that is Semi Urban or close to Rural, the Talented Employee with adequate skills is further more difficult task. Grooming with specific skills and understanding the rising competitions in the job world leads to further challenge of attracting and retaining skilled workers. Enjoy has worked out with the solution to this challenge by incorporating its CSR wing i.e., SkillXperience & Internship Programme that enables to tap the best of the Manpower. The further challenging atmosphere is the mindset of employees towards the changing technology. This challenge points at the need to bridge the digital skills gap i.e. to focus on up-skilling and re-skilling the people on the latest digital technologies. However, in order to stay relevant to their clients, Enjoy in this age of digital disruption ensures Talent Management using a different lens.

Enjoy experiences remote sales and marketing that eventually adds to the challenging facet of the Company. However, the best part is the way they manage the situation. In the digital sales world, customer research has to be done online. Using social media platforms like Facebook, Instagram, LinkedIn, etc. and, many sales representatives who have recently switched to remotes sales are not aware of the best ways to conduct customer research virtually or make proper sales and marketing. At Enjoy they ensure that the proper training helps in meeting this challenge. Face to Face interaction in Sales is more effective however a client sitting at a distant location still experiences the similar exposure on Sales practices is commendable and to a large extent the Pandemic has given wings to the remote Sales. Enjoy ensured that the employees get trained to the new regime of online practices and perform better. The Exponential growth of the company is resultant of

definite Human development practices installed by the Company and grooming the Talent. Enjoy has been utilizing the Bottom of Pyramid concept where by the clientele being from the base of Industries, right from small businesses to well to do empire. One of the best futuristic goals the company has is maintaining the existing clientele and progressing with better Sales.

The Organisation has lived its life with full of aggression and experiencing good demand. Amidst all these Information Security is the continued threat that they experience. Their Product Based Vs. Project based Company approach keeps them on their toes. The Company has faced an acute situation in market where by the Clients are pretty much into customized approach. They are in a Comfortable state only when served what they like rather what Enjoy suggests. Also, from commercial perspective Enjoy has always struggled between Markup price Vs. Perceived Value price. All in all, Enjoy is on a progressive track with a huge lot of aspirations to fulfill in days, months and years to come.

III. TEACHING NOTES FOR THE CASE

Teaching Objectives

The following Teaching Objectives may be considered with respect to the case:

1. To equip the participants / readers with domain knowledge on IT Industry.
2. To engage the participants / readers with the live discussion on real life company Enjoy IT Solutions Ltd., Bhilad.
3. To pose dilemma-based situation in order to enhance the decision-making quotient of the participants / readers.

IV. LEVEL OF ANALYSIS

The present case is a type of Teaching case with focus on Appraisal Case approach. The analysis attracts understanding on the domain of IT Industry with special reference to Enjoy IT Solutions Ltd. Bhilad. This case is suitable for the practical & case study approach at the level of Commerce & Management Students. To be specific B Com, BBA Final Year students & Management Students shall have a deserving benefit out of this General Management case. Executive MBA Students & Management Consultants with special referenece to the IT Consultancy owners would also be a major beneficiery. Information Technology being the core for Companies today, hence Industry at large will be a party to the benefits of the learning from the case.

V. CASE ASSIGNMENTS

As part of the case study delivery, participants may be assigned certain tasks pre & post delivery of the case.

- **Pre discussion Task:** Gather fair understanding on IT sector through observations, meeting Industry representatives, reading journals & books in Library and through E-Sources
- **Post discussion Task:** Conduct review of further literature pertaining to the theme of the case & practical exposure through meeting further industry representatives & consultancy services. Post discussion schedule shall also include discussion round on a few questions pertaining to the case

VI. BROAD DISCUSSION QUESTIONS

Q.1: Discuss the timelines of the Organisation mentioned in the case while highlighting the key moments of the time period that Enjay was engaged into the operations.

Q.2: Explain the way forward for Enjay IT Solutions considering the progressive past.

Q.3: “The IT Sector is packed with the existence of giants; do you believe that small company in the field of IT can make difference to the Industrial world?” Cite relevant arguments to the expression stated.

Q.4: “Challenges are the part & parcel of every business, be it a small-town business or an establishment in Tier-I city.” Discuss the statement & state the current challenges faced by Enjay IT Solutions.

VII. POTENTIAL SOLUTIONS TO CHALLENGES CITED

The Challenges identified:

- Not adequately trained Manpower
- Attracting and retaining skilled workers
- Mindset of Clients towards the changing technology
- Remote sales and marketing

Potential Solutions to Challenges Identified:

- To incorporate the Internship Programme that enables to tap the best of the manpower eventually tackling the Man Power issue. The Organisation has adopted the practice, the same has immense potential.
- Focus on awareness of the latest digital technologies in order to bridge the gap between Clients & Enjay. The Clients potentially hesitate to shift to new technologies; hence an awareness campaign may help.
- To further gain advantage of Remote Sales & Marketing the company may opt for using social media platforms for better sales and marketing activities.

- To nurture the existing Talent Base at the Organization, Education support function can be utilized, where by allowances can be provided to the candidates for upgrading their qualification in the related field.

VIII. READING REFERENCES

The following references may be helpful in gaining further insights on the theme of the case:

- *Popkova E. G., Ragulina Y. V. & Bogoviz A. V. (2019).* 4.0: Industrial Revolution of the 21st Century, Spriger (can be sourced from pdfdrive.com)
- *Collins J. (2010).* Good to Great: Why Some Companies Make the Leap... And Others Don't, Harper Audio
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- <https://www.managementstudyguide.com/case-study-of-the-indian-information-technology-industry.htm>

IX. POTENTIAL BENEFITS OF THE CASE

Company Executives

- The Case highlights the IT Industry practices and has the potential of deliberation upon the suitability of the Sector.
- The case leads to the potential critical decision-making insights pertaining to the IT Industry.
- Students:
- The students of Management & Business Administration potentially have the opportunity to learn the attributes of IT Sector and its application.
- The students have the opportunity of raising the career in the IT Sector, this case benefits them to gain momentum.

IT Industry at Large

- The Case extends the opportunity of revisiting the existing business processes of the Companies representing IT Sector.
- The case demonstrates the real-life story of the Organisation which will benefit the beneficiary companies in decision making and Organisational development.

X. PROPOSED SESSION PLAN

The case study delivery on academic front may have the following session plan:

<u>Action sequence</u>	<u>Session Details</u>	<u>Duration</u>
Action – 1	<p style="text-align: center;">Pre-Case Discussion</p> <ul style="list-style-type: none"> ▶ State the objectives of the Case ▶ Announce the students to gather understanding on IT Industry 	3 Days before the discussion session
Action – 2	<p style="text-align: center;">Case Discussion</p> <ul style="list-style-type: none"> ▶ Nominate specific sections to students to narrate (Soft copy Display / Hard Copy distribution) ▶ Appoint a set of 3 students to record the key points ▶ Allow the appointed students to narrate the key points after case narration ▶ Facilitator to conclude with major learning from the case and the case implications 	1 ½ Hours
Action - 3	<p style="text-align: center;">Post Discussion</p> <ul style="list-style-type: none"> ▶ Submission of written responses to the discussion questions for the case ▶ Select a set of Two teams comprising of 4 students each (during Action -2) and assign the task of presenting the same case one by one in front of the class. (Action -3) ▶ Open the forum for discussion & conclusion of the case. 	3 days post the discussion 15 minutes presentation time to each team 30 minutes
Action – 4	<p style="text-align: center;">Case study Test</p> <ul style="list-style-type: none"> ▶ The case may be presented with precise draft (case let) as a question of General Management Strategic Subject ▶ A 20 marks allocation to case with 30 minutes time slot 	As per Examination Schedule
Teaching Aid	<ul style="list-style-type: none"> ▶ Projector to display the Soft copy of the Case and handover of the same through respective online mode. ▶ Black / White teaching Board for facilitator & student presenters 	

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REFERENCES

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[3] Personal Interview with Mr. Limesh Parekh, CEO. Enjay IT Solutions, Bhilad, Gujarat.

[4] Personal Visit at Enjay IT Solutions, Bhilad, Gujarat.