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How has Fox Solutions expanded from industrial automation into connected and data-driven manufacturing solutions?

FOX Solutions Pvt Ltd was incepted in 1995 as an Industrial Automation software and commissioning provider for Siemens Programmable Controllers. After putting in 10 years in technical division of Siemens, my partner Joy Aloor and I decided to start this business. In the initial years we executed many projects on behalf of Siemens. Being first generation entrepreneur with no guidance we followed the belief that business shall show us the way to expand. And it did. All we did was keep our mind alert to new allied opportunities. Starting from 10x10 ft room today FOX Group is an Indian MNC with 22 offices in India, 6 companies overseas (Dubai (2004), Singapore (2009), Oman (2014), Australia (2016), Canada (2018), and Abu Dhabi (2025)). The engineering team strength exceeds 1000. We have 3 factories in Nashik, one in Dubai and one staging factory in Singapore. The business expanded



to starting Industrial Automation panel assembly in 1997, to Industrial IT in 1999, to field installation in 2002, to Special Purpose Machines and Airport Baggage Handling low level control sub-contractor in 2005, to Plant Engineering Services in 2012, Airport Baggage Handling Main Contractor in 2020 and finally Airport IT solution provider in 2023. We kept on seizing opportunities even when it knocked not only on our doors but also on somebody else's door and here we are 31 years later.

What has helped Fox Solutions manage complex automation projects from design through commissioning?

We believe in "Obstacles are what you see when your eyes are away from goal". Both, Joy and me, being technical we have been hands on leader from the beginning. We have trained our team to find solutions and deliver first time right and on time. The company has the tenacity of not giving up. Rarely have we ever let go of a project because of technicality. This is the DNA of FOX. We never let a client leave us. We exist because of many "Happy Clients". Every FOXIAN breathes that.

Which technologies and market opportunities will shape Fox Solutions' growth over the next five years?

Airport Baggage Handling, Airport IT, Industrial IT, high level Industrial

Automation and Plant Engineering Services. We plan to go for IPO in next couple of years. The company shall live long after the founders are gone and shall be professionally managed icon. ■