

# Managing Attrition at Blackberrys Gurugram, India

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## ABSTRACT

*Blackberrys, owned by Mohan Clothing Co. Pvt Ltd, is a known brand in the Indian formal wear market. It is a lifestyle brand catering mainly to trousers, suits, and jackets for men. Born in the year 1991, the company today is known as a fashion label in India. It has identified a market scope in the branded clothing for changing needs of the Indian male. Presently, it has many franchise stores and also marks its presence in the form of company-owned showrooms and multi-brand outlets. On one hand, the company has recorded a growth rate of 28.6% and on the other hand, it was continuously struggling with the high attrition of on-roll employees and off-roll (contract) workmen. Monotonous work schedules, the overall arrangement of the workspace, adhocism in manpower planning, etc were some of the factors adding fuel to the furnace of employee turnover. The role of human resource (HR) was limited to payroll, retention bonus (not retention efforts), recruitment (which is done daily) and gate pass signatures to allow employees to go out. No motivation or engagement activities could be planned due to excess workload. The case brings forward the crucial problem of attrition which is the end result of many contributing factors. Some of these factors are beyond the purview of HR department as they are the in build characteristics of the job. Some of the efforts taken by the company like competitor's analysis and comparing the endeavors of the competitors to address the issue of high employee attrition are also highlighted in the case. It is an industry-specific research case, based on the longitudinal data of three subsequent years. Some of the measures discussed in the case might serve as the model for handling attrition in such jobs where employee turnover is very high due to the adhoc recruitment practices, excessive workload, and challenging job requirements.*

**Keywords:** Employee Retention, Attrition, Blackberrys, Human Resource Management, Recruitment, HR Practices

## THE INDUSTRY

India's textiles sector is one of the oldest industries in the Indian economy dating back several centuries. Even today, textiles sector is one of the largest contributors to India's exports with approximately 11% of the total exports. The textile industry is a labor intensive industry and is one of the largest employers. The textile industry has two broad segments. First, the unorganized sector, that consists of handloom, handicrafts and sericulture, which are operated on a small-scale and through traditional tools and methods. Second is the organized sector consisting of spinning,

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*Disclaimer: This case has been developed for classroom discussion and is not intended to illustrate either effective or ineffective handling of an administrative situation or to represent successful or unsuccessful managerial decision making or endorse the views of the management.*