

Chapter 6

Digi Moh: The Employee Attrition Conundrum

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ABSTRACT

This case is based on problem of employee attrition in Digimoh.inc, a digital marketing agency in Jabalpur, Madhya Pradesh, India. It is a factual study on an existing organization. Authors have collected information first hand by interviewing the Founder and the employees of the company. The case starts with the Founder of the company fretting about the recent rise in number of resignations in the organization. He assigns the responsibility of identification of the likely reasons for the same to two of his team members from HR department. This is followed by an intense scrutiny of all aspects which could be contributing to the high attrition. The case concludes with an open discussion between the Founder and the employees to generate ideas which can solve the dilemma around the employee crisis.

THE DILEMMA

Mr. Mohit was face to face with the same problem for the second time in the week. One more employee has handed over his resignation and was now serving notice period. The high attrition since last quarter was adding to the obstacles and his efforts to carry the company towards consistent growth seem to lost their impact. The company has been a result of his strong determination to move beyond the family business and pursue a more fulfilling passion. At the young age of 21, he laid the foundation of the company Digimoh.inc and expected to reap the benefits of the booming digital marketing domain. He has built his team slowly and each new member was added for his unique capability as required for the company's growth. He valued the contributions of his employees and strived to match industry standards when it came to the remuneration policy. However, the recent

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wave of resignations has forced him to rethink his strategic approach with respect to managing the company's human resource. He was determined not to give up on his dream and resolved once again to tackle the retention challenge with utmost priority. He immediately called for a meeting with Neelam, a promising HR intern and Anita, the HR manager and assigned them the task to identify the reasons which prompted the employees to leave the organization. He also asked them to suggest possible measures which can be taken to improve employee retention. Mohit anxiously waited for their report and knew that he will have to think of some unique ways to identify and address the root cause of the problem.

1. ABOUT THE COMPANY-

Founded in 2016, Digimoh.inc is a digital marketing agency in Jabalpur. The founder of the company Mr. Mohit Nagwani planned to ride high on the rising wave of digital media usage in India. The company was established as a digital and social media agency with an aim to help brands connect, converse, collaborate and co-create with its target customers. It focused on providing these services with the help of intelligent use of digital, social, search and mobile platforms. This company offered a wide spectrum of specialized services in social media marketing like-

- Search Engine Optimization (SEO)- The company utilized careful keyword research and white hat SEO practices, to generate high organic rankings for its clients. It also ensured increase in their visibility in various search results. The company performed extensive keyword research and conducted on-page and off-page optimization for its customers.
- Web design and development- The company offered custom, mobile-ready and search engine optimized websites that aimed to help its clients meet their business objectives and support their digital marketing campaigns.
- Website customization- It offered customized websites to its customers which enabled them to highlight their unique value propositions and capture their target audiences' attention.
- E-mail marketing- As part of this service, the company offered to create personalized email newsletters to keep the clients' emails out of spam folders and encourage their customers to take the desired action.
- Social Media Marketing- The company offered social media marketing to establish the customer's brand on the top social media networks, capture visitor traffic data, and increase their online presence. It focused on building their brand by strengthening their online presence.
- Besides these, the company also offered services like pay per click, video marketing, logo and brochure design services and affiliate marketing.

At the time DigiMoh was established, Jabalpur had limited number of companies which offered digital marketing services. Keeping in mind the competitive landscape, DigiMoh established itself as the first mover which offered a wide spectrum of digital marketing and allied services. Thus, being the first unique mover in the domain, the company succeeded in adding more than 30 client accounts in first 5 years of its existence and gained about 40% market share in the city of Jabalpur. The company office was located in main market area of Jabalpur. It was a sufficient enough place for the team to function;

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