BHARAT ALTUM

Where India Works

CASE STUDY · ATTRITION REDUCTION

how Bharat Altum took one of India largest FMCG company (20,000+ Cr) from up to 50% monthly attrition to single digits — by fixing the real problem, not the assumed one.



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the client

One of India's leading FMCG & Beverage companies operating a huge number of field-sales and in-store workforce across all states and territories. Bharat Altum had partnered with the client in 2021.

the challenge

When the engagement began, front-end attrition was running as high as 50% per month. The client was convinced people were leaving for higher salaries elsewhere. Our own investigation found a different story: employees were leaving because of how they were treated - weak social security, inadequate benefits, and no sense of belonging or voice. Every exit destroyed hard-won retailer relationships, scheme knowledge and territory intelligence.

what they needed

The client needed a partner who could diagnose the true drivers of attrition, stabilise the workforce quickly, and rebuild it into a stable, productive team — without a disruptive, cash-heavy overhaul. Beyond their own on-roll staff, a further 2,000+ employees engaged through distributors sat entirely outside the client's visibility, with no clarity on what was actually paid to them or how compliances were managed.

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the Bharat Altum solution

We began with a proper diagnosis, presented the client a formal report with our findings, and rolled out a phased, people-first retention program that addressed the real causes - not the assumed one.

- Diagnosed root causes - baselined attrition, mapped tenure curves and built grievance heatmaps to pinpoint exactly where and why people were leaving.
- Launched “KBIR” (Keep the Best, Improve the Rest) - a structured performance-evaluation and retention framework agreed jointly with the client.
- Benchmarked salaries against prevailing market rates and closed the gaps in phases, deliberately protecting the client’s cash flow rather than forcing a one-time hit.
- Upgraded benefits - added Group Term Life insurance alongside existing GMC and GPA cover. A negligible cost move that created a genuine sense of belonging.
- Took ownership of the distributor-managed workforce, bringing their payments, compliances and benefits into a single transparent view for the client.
- Introduced app-linked, geo-tagged conveyance payouts with bill-supported reimbursements - restoring integrity to field expenses.
- Set up monthly employee engagement surveys to ensure we are up-to-date with employee concerns before they even think about leaving
- Implemented ‘mystery shoppers’ who go undercover to specific stores with high-attrition to find out genuine & authentic reasons why employees are leaving

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business impact & outcomes

The engagement fundamentally reset the client's relationship with its frontline workforce. Attrition fell to a low single-digit percentage, all cost elements became fully visible, and the workforce stabilised into a genuine long-term asset for the business.

- Attrition reduced by 80-85% from its starting level.
- Across client locations, just five employees left in twenty-four months.
- Complete, transparent visibility of every cost element - including the previously opaque incentive models.
- A more engaged, loyal workforce protecting retailer relationships and territory knowledge over time.

85%	5 exits	100%
reduction in attrition	in 24 months, across locations	cost transparency to client

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