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Hari Krishna Exports: Transforming Employees

Malay Patel and Patturaja Selvaraj wrote this case solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.

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Where there is growth, change is inevitable; change creates growth, growth brings about challenge.

Savji Dholakia, chairman, Hari Krishna Exports

In February 2015, Savji Dholakia, the chairman of Hari Krishna Exports Pvt Ltd (Hari Krishna Exports), was considering the progress of his organization. Dholakia had made international news in October 2014 for giving very generous performance incentives of approximately US$5,674[[1]](#endnote-1) to 1,268 of the 6,000 employees in Surat, the second-largest city in India’s Gujarat state, widely known for its diamond polishing and cutting business. The large amount was intended to allow employees to buy an extravagant gift of their choice, such as a car, jewellery, or an apartment, based on their needs and desires.[[2]](#endnote-2) This was part of a radical loyalty program started in 2011 by Hari Krishna Exports, a $975 million Indian diamond manufacturing company.

Dholakia was praised on prime-time national news broadcasts for his gesture, but with the market dynamics of the diamond industry constantly changing, giving such performance incentives on a yearly basis would be a great challenge. Price fluctuations at every step of the process—from procurement, to polishing, to the retail markets of the diamonds—created inherent risk in the industry. Intermediaries such as diamond polishers, in comparison to miners, had less control over the upstream channels of diamond procurement, which usually comprised exploration and the mining of diamonds. “We created hunger among the employees—they work better, and they take home better incentives,” stated Dholakia in an interview in 2014.[[3]](#endnote-3) But what would be the ultimate engagement level of the employees? Would such performance benefits for retaining talented employees be sustainable over the long run for an export house?

The Indian Diamond Industry

India’s gems and jewellery sector was a major contributor to the country’s foreign exchange earnings. It was structured into three segments: diamonds, jewellery, and precious and semi-precious stones. These segments were further divided into various sub-segments including rough diamonds, precious metals, fashion jewellery, gem stones, and synthetic stones. Cut and polished diamonds, from rough diamonds, dominated exports in India and contributed the highest share of value for the industry. India generated large amounts of revenue through diamond processing, which consisted of cutting and polishing rough diamonds into the finished product. According to a government report, 14 of every 15 diamond sets in jewellery around the world were processed in India.[[4]](#endnote-4) The country also exported 95 per cent of the world’s diamonds in 2014, as reported by the Gems and Jewellery Export Promotion Council.[[5]](#endnote-5) Most of the rough, uncut diamonds that India processed were exported in the form of polished diamonds or finished diamond jewellery. Having emerged from traditional and cultural roots, the industry had a high degree of effective social control mechanisms, which were precisely followed by the Gujarati entrepreneurs who dominated the industry.[[6]](#endnote-6) Until 2008, the diamond business had largely operated on credit and relied on trust, and hence had favoured tightly-knit communities and family-based business networks.[[7]](#endnote-7)

As of 2014, the Indian diamond industry was composed of networks of thousands of family-run units of different sizes, employing more than 1 million people, most of whom had little formal education.[[8]](#endnote-8) However, the Indian diamond market was largely oligopolistic in nature. The market was mainly controlled by several companies including Nakshatra Gitanjali Group, D’damas, Venus Jewels, Hari Krishna Exports, Ram Krishna Exports, and Karp Impex, all of whom focused on long-range profit through slow saturation of the market, rather than short-term profit.[[9]](#endnote-9)

The glittering sparkle of the diamond industry had also seen economic booms and economic downturns. In 2007–08, the Indian diamond industry witnessed a stark recession. Devaluation of the U.S. dollar due to the global recession had a severe impact on the diamond industry, which meant that many employees in Surat were rendered jobless, some were retrenched, and others were asked to work for lower wages than they had been receiving in 2007. Some migrant workers returned to their hometowns, unable to find reasonable employment in Surat. During a strike for better wages in June and July of 2008, employees in the diamond polishing industry resorted to pelting stones at the windows of some factories.[[10]](#endnote-10) In Bhavnagar,[[11]](#endnote-11) one diamond worker was killed when a private security guard at a factory opened fire on the protesting workers. The textile sector boom, during this same period, highlighted the problems in the diamond industry in Surat, as the salaries of workers in textile mills rose above those of diamond polishing workers.[[12]](#endnote-12)

Nurturing Human Resources: Industry Practices in Surat

The diamond industry of Surat was labour intensive: approximately 1.8 million people were employed in the industry by 2014–15. It was anticipated that over the next five years, employment in this industry would double.[[13]](#endnote-13) The marvel of skilled workmanship acted as a major competitive driver.[[14]](#endnote-14) Although the process of diamond cutting and polishing was managed scientifically through sophisticated mechanical equipment and computer simulations, the workers’ skill in cutting and polishing diamonds was still essential, which affected profitability. The process of diamond cutting and polishing normally included sorting, planning, marking, shaping, cutting, polishing, grading, checking, and measuring. These tasks were highly labour-intensive and required a high degree of precision with specific skill sets.

The major point of differentiation for a diamond processing company was its value-added services. According to Mehul Choksi, chairman of Gitanjali Gems, “The companies that aren’t efficient are those who don’t have a significant value-added role in diamond processing.”[[15]](#endnote-15) Adding value could be largely achieved through the work of skilled diamond artisans. Despite the importance of labour in adding value, the diamond industry started facing a labour shortage in 2010–11, just after the recession of 2008–09. The severity of the problem persisted even though demand for polished diamonds was growing exponentially in the international market.

Labourers were not available in large enough proportions to meet the market demand. This was mainly because the industry had adopted a traditional form of human resource management in the pre-recession and recession eras. Also, remuneration, working conditions, and other welfare activities for the diamond workers did not meet the requirements of workers. By 2010, however, the diamond industry had adopted a long-term solution to retain its best talent (see Exhibit 1). Collectively, the industry adopted performance bonuses to check attrition, revised salary structures, and attempted to instil confidence in the workers regarding their futures. The post-recession era witnessed a paradigm shift in human resources practices across the industry, and employees were viewed as strategic assets.

The Company: Hari Krishna Exports

Hari Krishna Exports was the flagship company of the Hari Krishna Group, headquartered in Mumbai (see Exhibit 2).[[16]](#endnote-16) Hari Krishna Exports started as a partnership firm in 1992 and commenced its export operations in the same year. The founding partners of the organization were the four Dholakia brothers—Savji, Ghanshyam, Tulsi, and Himmat—as well as three other partners, Naresh Lunagariya, Bharat Narola, and Ramesh Patel. The partnership entity of the company was converted into a private limited company in February 2012.

Hari Krishna Exports was designated as a trading house by the Government of India, and was primarily engaged in the cutting and polishing of diamonds. Its key export destinations included the United States, Hong Kong, Israel, the United Kingdom, Australia, New Zealand, the United Arab Emirates, Belgium, and other parts of Europe. The company targeted consumers through diamond wholesalers, jewellery manufacturers, and diamond retailers. The major source of revenue for the company was generated by the sale of polished diamonds (see Exhibit 3). In 2015, Hari Krishna Exports was selling diamonds in more than 75 countries, with offices in Surat, Mumbai, Hong Kong, Shanghai, New York, and Dubai. The processing of diamonds at Hari Krishna Exports was based on a highly standardized operating procedure that essentially consisted of one person for one diamond, where each worker was responsible for cutting and polishing the entire diamond from start to finish.

The Hari Krishna Exports division of Hari Krishna Group had grown enormously over its most recent decade in terms of product turnover and profitability (see Exhibits 4 and 5). This growth was accompanied by the receipt of a prestigious award from the Gems and Jewellery Exports Promotion Council for 12 consecutive years, starting in 2002, honouring highest product turnover, best quality, and design innovations. Hari Krishna Group’s employee numbers grew in line with its revenue, from a total employee force of 4,000 in 2010 to 8,500 in 2014.

Savji Dholakia: The Compassionate Leader

The rags to riches story of Dholakia started in the late 1970s, when he reluctantly moved to Surat at the age of 14 from a small village called Dudhala. Dholakia travelled between Dudhala and Surat for three years before finally accepting and settling in Surat, based on the advice of his parents:

My mother used to give me a lot of advice; she insisted that her son should go to the city and become a “big” person. Probably, the thought of progressing in the city came to her mind as many of the villagers from Dudhala had progressed in Surat city at that time. My mother always motivated me to become a “big” person and above all a good human being.

After coming to Surat, Dholakia polished diamonds for 10 years as a diamond artist-worker. In 1978, when he started working as a diamond artist, his monthly salary was approximately $18.77. After working for some years, he established two small polishing machines at his cousin’s factory. Initially, Dholakia’s brothers worked in the factory as worker-artists, and later began to employ other workers. Eventually, the number of polishing machines in the factory rose to 100. Dholakia worked long hours to increase the strength and size of his business by creating partnerships and expanding from the narrow laneways in Surat to a factory in the city’s outskirts.

Despite only having a primary school level of education, Dholakia had progressive views on employee welfare. “Give your high performing employees whatever they ask for, with adequate transparency for others to follow,” he stated. Dholakia believed that sharing the fruits of success with workers would lead to loyalty and motivation from all employees. Dholakia valued family and employees, including the elderly and retired family members of employees, believing that a humanistic approach would make employees into better human beings. “Ultimately, we are not only manufacturing diamonds, we are making good human beings,” he believed. Dholakia also rewarded workers with generous bonuses. “We surveyed every employee according to his needs,” he stated. “If he had a car but not a house, we arranged that. Somebody who had both, we arranged for jewellery for his wife.”

Dholakia’s generosity toward his employees stemmed from genuine empathy:

I was also one of them some years back, so I closely knew the pain of being a labourer. When I started out on my own, I used to cut and polish diamonds. Gradually, I had two to three employees, and we all would do the same job. I would sometimes train them and train myself in the process.[[17]](#endnote-17)

Dholakia believed that being honest and offering workers adequate compensation from the start would ensure an honest and constructive attitude from the employee. Dholakia also believed that everyone should practice religious and social service or charitable activities from early in life, as he and his brothers did by sharing their profits to benefit society. Dholakia went beyond his own company to encourage other industrialists in India and around the world to share their success with their employees for better productivity and prosperity for everyone.[[18]](#endnote-18)

Human Resources Management at Hari Krishna Exports

Recruitment and Selection

Recruitment was an ongoing process at Hari Krishna Exports, with thorough job analysis and labour planning to hire efficient and competent people. The company strongly promoted its employee referral program, which had yielded positive results in acquiring quality-driven candidates, saving costs, hastening the recruitment cycle, and fostering cultural bonding. The program preferred younger candidates, usually under 25 years of age, who planned to stay with the company for a long tenure. Formal education was not a prerequisite until 2010, when university graduates began to be preferred. With more than 6,000 employees at Surat, “We managed less than one per cent attrition rate after [the] recession, which is an achievement in itself,” stated Ghanshyam, one of the founding brothers and the company’s managing director.[[19]](#endnote-19)

Training and Skills Development

Implementing new manufacturing methodology in an existing business created a talent gap that needed to be addressed through specific training. Maintaining automated production and quality-control systems while effectively managing supply-chain issues required highly-skilled employees. Hari Krishna Exports provided various training programs to maintain the company’s technological infrastructure.

* Employees were provided with a two-year, in-house training program to master proven techniques and procedures in diamond manufacturing. Highly-experienced senior diamond engineers and diamond artists provided training across departments.
* Employees completed certified courses from the Gemological Institute of America and the International Gemological Institute to bring their theoretical knowledge and practical skills up to date. The benefits of the company’s advanced systems were clearly communicated to all employees.
* A referral program was established, whereby existing employees were encouraged to recommend highly-skilled and qualified candidates for the positions of diamond artists and diamond engineers.
* Employees could choose to be trained by highly-skilled diamond artists and diamond engineers, and receive compensation of 50 per cent above their monthly average salary.

Employee Engagement

Employee engagement activities carried out at Hari Krishna Exports fostered strong relationships and facilitated strong team interaction in an open and transparent manner. Employee engagement was person-centred to nurture values, as advocated by the chairman, and to encourage employees to perform at their highest possible level. The first step in the employee engagement program was to replace the title “diamond workers” with “diamond artists,” and the term “diamond planner” with “diamond engineer.” A diamond artist was responsible for polishing and cutting the diamond, whereas a diamond engineer planned the diamond’s topography. Employee trust was another important aspect of the program. The company relaxed the previously elaborate screening process of employees entering and leaving the factory, which set it apart from the general norm across the industry of guarding against theft of valuable diamonds. The company installed ample automated and hygienic kitchens at all its premises in Surat and Mumbai, where the owners took their lunch with staff members, and provided employees with free lunch and snacks.

The program’s most ambitious and staff-friendly project was an annual yoga camp organized in the month of February. Dholakia and his brothers firmly believed that all employees should be healthy—physically and mentally—which, management believed, would ultimately enhance productivity for the company. The yoga camps grew from shorter sessions to month-long camps for employees and their families. Morning tea and breakfast were provided to all guests, in addition to a 20 per cent salary boost for all employees who attended the complete month. The spiritual morale of the employees was kept high by organizing high mass prayers daily at all of the company premises at 10:10 a.m. globally, and participation was mandatory for all employees. A comfortable, fully air-conditioned library was provided, with separate areas earmarked for boys and girls to help them read and learn in a peaceful atmosphere. “Ashirwad-Bhavan,” a special facility for senior citizens, was provided by the company, where the guests enjoyed recreational activities after lunch in the afternoon and evening hours.[[20]](#endnote-20) Hari Krishna Exports strictly forbid the use of tobacco and offered counselling to help employees with addiction, even paying for treatment at rehabilitation centres, when necessary. However, if the addiction persisted despite treatment, the employee was discharged.

Because Hari Krishna Exports valued each employee’s family, particularly elderly parents, the parents of staff members were invited on a 10- to 12-day pilgrimage every three years. Dholakia explained why elderly parents of employees were important to the company:

We value them because we think they have obliged us by giving their valuable asset to us that is their son, who works dedicatedly for this company. During the pilgrimage, we take care of each and every thing for these elderly people, giving them medicine time to time, massaging their legs, etc. In reciprocation for such 10–12 days’ trip for parents, we receive their unending faith toward the company.

Children of employees were provided books for their education, and up to approximately $157 per year was allowed to a student who incurred tuition fees. Sports and games facilities were provided for after-hours use by employees, and included a wide range of activities such as cricket, volleyball, chess, carom, swimming, fitness, sauna, meditation, and health services with a 24-hour resident doctor. Educational and social services included an in-house, English-language teacher, an internal newsletter, face-to-face interaction with the director, sports meets, birthday celebrations, spiritual and motivational talks, and movie showings. Although the average employee salary at Hari Krishna Exports was in accordance with industry standards, the company’s advanced employee engagement and social activities set it apart from the rest.[[21]](#endnote-21)

Succession Planning and Job Enrichment

The company considered employees the most important asset of the organization, and thus established fair policies and practices. Employee growth opportunities were made available and performance reviews helped gain insights into employee goals and aspirations. Ghanshyam explained how employees were extended opportunities for growth:

Firstly, we select the right people for the right job and discuss with key employees their future opportunities within the organization. We let key employees know their importance to the business and create a succession plan to replace key individuals. We show our employees that we trust them by giving them responsibilities that allow them to grow. We conduct a one-on-one session with each of our employees to understand their needs and goals and always welcome feedback and suggestions, if any.[[22]](#endnote-22)

Performance Appraisal

Hari Krishna Exports used a unique credit system to reward employee performance that led to the improved quality of a diamond. Credits were earned for a planning or design improvement that yielded better results than what was estimated by the diamond engineers, although if the suggestion resulted in devaluation, the employee was penalized. Supported by the company’s enterprise resource planning technology and machinery, the value-addition scheme provided employees with incentives while increasing the value of the diamonds and reducing waste. Employee performance was based on sixteen grading elements that were specific to each diamond, as well as more than 400 criteria specific to diamond cutting and polishing.[[23]](#endnote-23)

Goals and prizes were predefined and well-structured in the performance appraisal system, ultimately resulting in exceptional performance by the employees (see Exhibits 4 and 5). The productivity and efficiency of each employee from 2012 to 2014 was measured using productivity gains (increased sales per employee and sales per manufacturing square metre) and manufacturing yield and efficiency gains (percentage in reduction of rejected parts and improvement in rough-to-polish yields). Quantitatively, from 2012 to 2014, the company’s growth in productivity increased from 24 per cent to 36 per cent, rough-to-polish yield increased from 35 per cent to 40 per cent, and rejection rates decreased from 17 per cent to 10 per cent. Through this performance appraisal system, the company was able to evaluate its best performers and offer substantial financial incentives of approximately $5,674 to each of the top-performing 1,268 employees.

The Way Ahead

Hari Krishna Exports became a dream employer for many young people who learned of the generous incentives employees were afforded, which led to numerous applications being submitted. In 2014–15, a waiting list contained 8,000 potential workers willing to join the company as diamond artists or diamond engineers. At that time, the company enjoyed a culturally homogeneous workforce in terms of education, values, language, and religion. However, growing the business at a faster pace in the global arena, while keeping the Indian values and culture intact, would be a great challenge. Continuing to provide substantial bonuses with increasing global competition, fluctuating market dynamics, and intensifying local competition would become more difficult. Hari Krishna Exports claimed a market share of 6 per cent in 2015 for both loose polished and jewellery segments. This position allowed the company great potential to grow in the domestic gems and jewellery industry, which had a market size of $40.45 billion in 2013 and was estimated to grow to the range of $80.59 to $85.43 billion by 2018.[[24]](#endnote-24)

However, expectations based on assumptions were not always realized. The global market dynamics in the diamond industry, and pressure from competitors who were offering similar employee incentives to attract and retain talented diamond artists, created anxiety for Dholakia. He wondered if he should intensify or dilute the employee engagement culture for the future. News of the company’s generous performance bonuses in 2014 had spread across the industry and stakeholders expected more of the same. Dholakia was perplexed, but his confidence in the employees was evident as he considered the company’s future:

We have compensated and appreciated our employees’ loyalty and contribution—in their crucial times, we, as a company, have been with them. They will also be with us during our critical time. After all, this is not a company; this a workplace for my extended family members. Corporate sustainability cannot be a problem if there is adequate adaptability, caring, commitment, and co-operation.

Exhibit 1: Surat Diamond Industry Decides to Offer Performance Bonus to Check Attrition

**Parag Dave, ET Bureau**,April 7, 2010, 02.13 a.m. IST

AHMEDABAD: For the first time in 50 years, the Rs 65,000-crore Surat diamond industry has decided to offer its workers a performance bonus in an attempt to check attrition and meet growing demand from the West. Companies are offering their skilled workers a portion of additional revenues earned through value-addition. The incentive varies between 5% and 35%. Additionally, many companies are offering a continuity (loyalty) bonus of up to 15% of total salary. “The performance-based incentive ensures productivity with quality. It fosters the growth of workers as well as that of companies,” says Chandrakant Sanghavi, chairman, Gem & Jewellery Export Promotion Council-Gujarat.

The Surat diamond industry cuts and processes 80% of the world's rough stones from Belgium. It faced its worst crisis in 2008 as demand slowed in the wake of the recession, and some companies moved to processing big stones (solitaires). During the peak of the recession, four lakh workers were laid off in Gujarat, which has diamond-processing hubs at Ahmedabad, Bhavnagar and Amreli, apart from Surat. The industry employs close to 4.5 lakh workers in 4,500 units and, till last year, attrition was at 40%.

In the pre-recession period, the industry would pay salaries based on the number of diamonds cut and polished. However, quality is the new mantra, says Aagam Sanghvi, director, Sanghavi Exports. The industry's top-end segment needs highly-skilled workers who constitute up to 20% of the workforce, according to Rohit Mehta, president of Surat Diamond Association.

With a revival in demand from western consumers, a section of the industry began its shift to solitaires. However, the units faced an acute shortage of manpower as retrenched workers were skeptical about coming back, forcing the units to announce incentives.

The focus on the high-value segment increased quality awareness and the need for skilled workers. With more units adopting the new system, skilled labour is receiving the right remuneration, encouraging people to enter the trade. The average monthly salary of a skilled worker is at Rs 25,000, but Mehta says, those who work on big stones and demonstrate high skill levels can earn as much as Rs 2 lakh.

Leading Surat-based diamond companies Hari-Krishna Exports and Sanghavi Exports adopted the performance-based incentive system, after the recession. Apart from the old practice of production-based salary, the companies started offering value-addition incentives as well. Hari-Krishna and Sanghavi employ 2,300 and 1,800 workers respectively.

In the value-addition-based model, workers receive up to 30% of their salary as incentive in his company, says Sanghvi. Hari Krishna Exports opened its new unit for solitaires two years ago with just 25 workers. Later, the company introduced the performance-based incentive system in which workers earn 5-35% in incentives based on value-addition.

Currently, the company has 700 workers in this unit, says Chairman Savjibhai Dholakiya. His brother Tulsi Dholakia, a director with the company, says the move helped bring down attrition levels from 30% two years ago to just 5%. Skilled workers are queuing up for employment, and the waiting list has swelled to 200. However, attrition rates are still at a high 25%.

One of the oldest diamond units, Venus Jewels, adopted the performance-based incentive system in 1978. The company stood out during the recession as it did not lay off workers or shut its units for a single day. It employs around 1,500 workers. “In our company, a performer gets handsome returns,” says founder Sevantibhai Shah.

Many companies started offering a bonus to workers in May-June 2009 to retain them till Diwali, and have continued with the practice. When Surat-based Tiku Gems introduced the bonus scheme, in June 2009, it had nearly around 200 workers and a 40% attrition rate. Today, however, not only has production gone up, the company has 350 workers on its rolls and attrition is down to 15%, says Dinesh Navadia, managing director.

Note: Lakh and crore are monetary numeric units used in India, Pakistan, Bangladesh, and Nepal; lakh refers to figures with six zeros and crore refers to figures with eight zeros. The terms million and billion refer to figures with seven and 10 zeros, respectively. Rs. = ₹ = INR = Indian rupee; all currency amounts are in ₹ unless otherwise specified; US$1 = ₹44.74 on April 7, 2010.

Source: Dave Parag, “Surat Diamond Industry Decides to Offer Performance Bonus to Check Attrition,” *Economic Times*, April 7, 2010, accessed May 9 2015, http://articles.economictimes.indiatimes.com/2010-04-07/news/27614937\_1\_surat-diamond-association-diamond-industry-skilled-workers.

Exhibit 2: Organizational Structure and Manufacturing Data

Note: HK = Hari Krishna

Source: Company documents.

Exhibit 3: Hari Krishna Exports Manufacturing Data

|  |  |  |  |
| --- | --- | --- | --- |
| **Particulars** | **2011–12** | **2012–13** | **2013–14** |
| Polished diamonds (carats) | 199,037 | 247,993 | 383,994 |
| Polish price per carat | US$1,300 | US$1,495 | US$1,620 |
| Diamond round | 85% | 79% | 69% |
| Diamond fancy | 15% | 21% | 31% |
| Capacity (polished carats) | 18,000 | 28,000 | 55,000 |
| Current (polished carats) | 16,000 | 20,000 | 45,000 |

Source: Company documents.

Exhibit 4: Hari Krishna Exports Financials and Revenue growth

Source: Company documents.

Exhibit 5: Hari Krishna Exports Revenue (2012–2015) (in US$ millions)

|  |  |  |  |
| --- | --- | --- | --- |
|  | **2012–13** | **2013–14** | **2014–15 (Estimate)** |
| Rough purchases | 327.54 | 642.20 | 850.00 |
| Polished purchases | 3.63 | 30.56 | 50.00 |
| Rough sales | 9.80 | 3.60 | 10.00 |
| Polished sales | 362.24 | 673.00 | 865.00 |
| Jewellery sales | 65.30 | 89.00 | 135.00 |
| Turnover | 437.34 | 765.60 | 1,010.00 |
| Debt equity (%) | 0.75% | 0.73% | 0.72% |
| Equity turnover (%) | 17.24% | 12.31% | 12.30% |

Source: Company documents.

Endnotes

1. All currency amounts are in US$ unless otherwise specified. [↑](#endnote-ref-1)
2. Melvyn Thomas, “Diwali Bonanza: Surat Boss Gifts Cars, Flats and Jewellery as Bonus to His Employees,” *Times of India*, October 21, 2014, accessed April 23, 2015, http://timesofindia.indiatimes.com/city/surat/Diwali-bonanza-Surat-boss-gifts-cars-flats-and-jewellery-as-bonus-to-his-employees/articleshow/44884418.cms. [↑](#endnote-ref-2)
3. Aparna Joshi, “Meet the Indian Boss Who Gave Cars, Apartments and Diamonds to Employees,” *The Guardian*, October 21, 2014, accessed April 23, 2015, www.theguardian.com/cities/2014/oct/21/-sp-surat-diamond-merchant-india-generous-boss-diwali-hari-krishna. [↑](#endnote-ref-3)
4. Avantika Chilkoti, “India’s Diamond Polishers Lose Their Sparkle,” *Financial Times*, March 29, 2015, accessed May 1, 2015, www.ft.com/cms/s/0/69fffa96-c5f9-11e4-bd6b-00144feab7de.html#axzz48QdytC3Q. [↑](#endnote-ref-4)
5. The Gems and Jewellery Exports Promotion Council was the apex body of the gems and jewellery sector in India. It was set up by the Ministry of Commerce, Government of India, in 1966. [↑](#endnote-ref-5)
6. Gujaratis were an Indo-Aryan ethnic group in India. Gujarati entrepreneurs largely belonged to the Patel and Jain communities. Patel was a community of Indian origin whose ancestors were basically farmers. Jains formed less than 1 per cent of the Indian population. They were known as a community of traders and merchants from historical times in India, who were mostly rich and affluent. [↑](#endnote-ref-6)
7. Kathryn Lum, “The Rise and Rise of Belgium’s Indian Diamond Dynasties,” *The Conversation*, October 16, 2014, accessed April 29, 2015, http://theconversation.com/the-rise-and-rise-of-belgiums-indian-diamond-dynasties-32332. [↑](#endnote-ref-7)
8. Indu Rao, “Organizing the Un-organized? The Rise, Recession, and Revival of the Indian Diamond Industry,” *EconPapers* (2009). [↑](#endnote-ref-8)
9. Melvyn Thomas, “Surat Shines in Global Diamond Biz,” *Times of India*, December 28, 2009, accessed January 10, 2017, http://epaper.timesofindia.com/Repository/getFiles.asp. [↑](#endnote-ref-9)
10. T. V. Mahalingam, “Surat’s Lost Lustre,” *Business Today,* August 10, 2008, accessed January 10, 2017, www.businesstoday.in/magazine/back-of-the-book/surats-lost-lustre/story/2616.html. [↑](#endnote-ref-10)
11. Bhavnagar was another district in the state of Gujarat, India, also known for processing diamonds. [↑](#endnote-ref-11)
12. Thomas, op. cit. [↑](#endnote-ref-12)
13. “Gems and Jewellery Sector Overview,” Invest in India, accessed May 3, 2015, www.investindia.gov.in/gems-and-jewelry-sector. [↑](#endnote-ref-13)
14. D. D. Patel, “Diamond Polishing in India,” *Campden FB*, February 1, 2002, accessed May 1, 2015, www.campdenfb.com/article/diamond-polishing-india. [↑](#endnote-ref-14)
15. Chilkoti, op. cit. [↑](#endnote-ref-15)
16. Mumbai was the largest city in India and the country’s commercial capital. [↑](#endnote-ref-16)
17. Satyakam Mehta, “Success When Top Honchos Fail,” *Counterview*, December 14, 2014, accessed November 2, 2015, www.counterview.net/2014/12/corporate-social-responsibility-behind.html. [↑](#endnote-ref-17)
18. Vardhan Koshal, “The Inspiring Case of Savjibhai Dholakia,” Medium (blog), October 21, 2014, accessed May 2, 2015, https://medium.com/@vardhankoshal/the-inspiring-case-of-savjibhai-dholakia-f798e567c7ef. [↑](#endnote-ref-18)
19. Diamond World News Service, “Employment Culture—Handle with Care!,” Diamond World, October 21, 2013, accessed May 3, 2015, www.diamondworld.net/contentview.aspx?page=0&item=8405. [↑](#endnote-ref-19)
20. Dilip D. Trivedi, “HariKrishna Exports: A Sparkling Story of CSR Too!,” *Asian Voice*, March 13, 2010, accessed April 30, 2015, http://issuu.com/abpl/docs/av\_13mar10/15. [↑](#endnote-ref-20)
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22. Diamond World News Service, op. cit. [↑](#endnote-ref-22)
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