



## SOARING HIGHER

The success of any organisation depends - to a large extent - on how its goals and that of individuals are aligned. Ensuring transparency in the goal-setting process is a prerequisite for achieving such an alignment. Synthite is implementing SAP SuccessFactors precisely with that aim in mind. It wants employees to realise that they are not just another cog in the wheel. They should appreciate the significance of their work to the organisation's goals and bring a new meaning to their working lives.

# MARCHING TOGETHER



## CHAIRMAN'S MESSAGE

Synthite is an organisation that treats all its employees as part of a family. We have created many programmes to instil a feeling of togetherness in the organisation. Synergy - our annual cultural extravaganza - is one such programme. It is a celebration of team spirit and has helped bring people closer to each other over the years.

Synergy means that the whole is greater than the sum of its parts. True to its meaning our camaraderie helps us achieve much more than we can as individuals.

But all this wouldn't be of much use if we do not have a unity of purpose. Unless the objectives of each employee align with that of the organisation, and everyone understands the significance of their work to the

organisation's goals, we cannot hope to make much headway in our endeavours.

That is easier said than done in an organisation of our size. Technology has provided us with a solution to the problem in the form of SAP SuccessFactors - a leading human capital management software. The software brings much-needed transparency into the goal setting process in the organisation. It would also enable the employees to reach their goals by providing real-time feedback and training solutions.

I am happy to note that we are all set to roll out SuccessFactors. I am sure that all of you will start using the application to align your goals with that of the organisation and plan your career with Synthite. I wish you all success in your endeavours.

### ANNUAL SYNTHITE STAR AWARDS



**Mr. Alias C P**, Senior Associate – Raw Material Procurement, Bio Ingredients Division, Kadayiruppu Unit



**Mr. Raju B T**, Engineering Associate, Bio-Ingredients Division, Kadayiruppu Unit



**Mr. Nagaraj L K**, Manager -Quality Control and **Mr. Mahaboob Basha T** (inset), Research Associate –QAQC, Bio-Ingredients Division, Harihar Unit. They were also monthly stars for November 2016



### MONTHLY STARS

November 2016



Grinding Team, China

October 2016



Maintenance Team, Spice



Bio-ingredients – Technical Service and Production teams





# A prayerful start

**Dr Viju Jacob has taken charge as the Managing Director of Synthite on 3rd October 2016. He shares his vision for the organisation.**

**S**ynthite has grown into the global leader in the Spice industry over the years. Today we operate across continents, our customer list is a who-is-who of the world's food processing giants, and our products make their way into cuisines all over the world.

This growth has been possible only through the teamwork of our employees. Their hard-work and dedication have yielded sustained results. Their

passion and the ownership that they show have taken us to new heights year after year.

As we grow bigger, the challenges we face also become bigger. Today we have moved higher up the value chain. We have entered new business segments, which have well-entrenched players. Consequently, the competitive pressures that we face are much larger.

At the same time, we have grown into a multi-cultural or-

ganisation – today we have employees from many countries with us. The number of employees is also increasing, and it is a challenge to maintain the family culture of the organisation.

To meet the challenges that we face it is imperative that we have an open mind. We should break out of our silos and collaborate and share our knowledge with others. We should be receptive to new ideas and be ready to experiment with them. Yes, some of our initiatives might fail. But failure should not be looked down upon. We should treat it as a learning opportunity. We should have frank discussions about our weaknesses and address them.

Employees should not shy away from coming up with issues that they face. Instead, they should be proactive in identifying issues and bringing them out into the open, so that we can find solutions. In Synthite, the communication channel between the employees and the top management has always been open. It will remain so.

We, at Synthite, do not treat people as employees, we consider them as Synthite family members. We want them to consider the organisation as their own and grow with it by aligning their goals with that of the organisation. SuccessFactors is being implemented to aid this process. It would be our endeavour to hold the Synthite family together and take it forward.

New technologies have

**It would be our endeavour to hold the Synthite family together and take it forward**

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# PLAYING WITH SUCCESS

## Synthite implements SAP SuccessFactors to help employees perform better by aligning their goals with that of the organisation

Imagine that you are setting out on a journey. You know the destination, but not the way. As you go on, you might have to stop many times to ask for directions. You might take a wrong turn and lose your way. Similar is the case of employees in many organisations. They know the destination, set out in the vision statement, but are often unaware of what they should be doing to help the organisation reach there. And so, their career growth slows down, and both the employee and the organisation suffers.

Synthite is implementing SAP SuccessFactors to address the issue. It is the first Kerala-based organisation, and one among the few organisations in India to implement the package.

“After implementing SAP in 2012, all the data pertaining to the employees are easily available to the organisation,” says Mr Rajesh Kumar MR, Senior Vice President, HR. “We have implemented SAP SuccessFactors - a cloud-based software that integrates seamlessly with

our current system to put that wealth of data to strategic use.”

Synthite is implementing four modules of SuccessFactors - Employee Central, Performance and Goal Management, Career Development and Succession Planning and Learning Management.



### Employee Central

All the data about the employees are stored here. Employees can maintain their profile and easily access all the information relevant to them such as their pay slips from this module.

### Performance and Goal Management

The package aids the goal setting process by ensuring transparency of the goals. The employees have visibility into the goals of their managers. That enables them to align their goals with those of the managers. The employees can enter

their goals in the system themselves. The facility to cascade goals help the managers delegate responsibilities and set goals for their subordinates.

“SuccessFactors should be considered as a tool that enables sequential thinking process to achieve the yearly targets. It involves identifying critical success factors for the team/individual, problem analysis, finding an apt solution and timely execution,” says Mr Ninan Philip, Director. “Employees should think why the target(KPI) is important to the organisation and what benefit the organisation will get by meeting that target.” Thus SuccessFactors can spawn a learning culture in the organisation that helps everyone understand the bigger picture.

Managers can also provide continuous feedback to their subordinates who can then schedule feedback meetings, and make course corrections. All these records make the performance review process more objective and bereft of year-end surprises. SuccessFactors will also help evaluate behavioural competencies objectively by linking behaviours to actions.

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made it easier to keep in touch with one another. Even as we rely more on technology for communication, we should ensure opportunities for face-to-face interactions that help in maintaining the human touch.

For Synthite to remain the leader, we have to innovate and aggressively develop new products, improve the quality of our products, and strictly adhere to delivery schedules in the years

to come. We have to build the second line of leadership in the organisation. We have always considered the customer as the king and delighting the customer has been our *raison d'être*.

The Synthite management will lead this effort from the front. We aim to be thought leaders in the industry and provide the right vision for the organisation. Our infrastructure, technology, processes and facilities are among the best in the world. So are our people.

Some years back, we had set Vision 2020, with a target of achieving a turnover of Rs 3000 crores by the year 2020. So far we have been meeting our annual targets. We are confident of achieving the Vision 2020 target as well. But it will require concerted efforts, given the competitive business scenario.

I thank each and every employee of Synthite for their hard work and dedication. I wish you all the very best for the new year. May God bless you!

The confirmation assessment of the probationers would now be done online through the platform.

#### **Career development**

The career path along which an employee can progress in the organisation will be visible to the employees in the system. They will also be able to find out what skills are needed to perform the functions at different levels and be informed of methods to develop them.

#### **Learning Management**

SuccessFactors also has a learning management module that enables employees to search and apply for training sessions. Once the training is approved, they can attend the classroom or online sessions.

SuccessFactors would go live by February 2017. KPMG is the implementation partner. The implementation team consists of Mr Ninan Philip, Director (Project Advisor), Mr M R Rajesh Kumar (Project Sponsor), Mr Vineeth P Mathew (Project Manager), Mr Ajesh Kumar N K (Functional Champion)

and the module owners - Mr Abdul Salam T A & Mr Sreekanth Prabhu (Employee Central), Mr Karthik S & Mr Sojan Kuzhuvellil (Learning Management), Mr Dheeraj K Unni & Mr Eldhose Skariah (Performance and Goal Management) and Ms Athira Raj (Succession Planning & Career Development). Employees can contact the respective module owners for any support.

The system, named 'ngage' can be accessed from anywhere and even on mobile phones. It would be the central platform through which all the other



systems will be accessed. "It is much like a social networking site. The employees must play with it to enhance their performance," says Mr Kumar. The success of the initiative will depend on the how people use it and derive business benefit from it. It is indeed a win-win game. Let's play.

### **Changes in the performance review process**

Until last year 90% weight was given to goals and 10 % for adherence to core values of the organisation in the performance review process. From now on, employees in the assistant manager level (P-band) and above will be assessed on goals(KPIs) which have 80% weight and behavioural competencies that carry 20% weight.

The behaviour competency framework maps 9 critical behaviours - problem analysis and solving, relationship building and networking, communication and influence, result orientation, collaboration and teamwork, managing change and ambiguity, customer focus, quality orientation and continuous improvement - for each position in the organisation. Every employee will be evaluated on how he/she is displaying the behaviours identified for his/her level and rated on a scale 1-4.

**Training program on Communication Effectiveness and Corporate Etiquette**



The program included class room sessions, role plays, and case discussions. The case analysis was put on the enterprise content portal - Alfresco - to enable other employees get a feel of the training and to know their views.

SCLD and IIM, Kozhikode organised a training program on Communication Effectiveness and Corporate Etiquette on 13th, 14th and 22nd January, 2017. 26 participants from Synthite's frontline sales team attended the training conducted by Prof Deepa Sethi of IIMK. Participants and faculty with Mr George Paul (top) and with Dr Viju Jacob during the certification(right).



Interaction session conducted by Dr Viju Jacob with Team Ramada in Nov 2016



**Welcome Aboard**



Mr Benoit Blanchard has joined Synthite as Senior Vice President – Perfumery, Strategic Growth Area.

Mr Blanchard has 34 years of experience in Business Development, Product Development and Planning, Procurement in Fragrance, Cosmetic, Essential Oils, Personal Care and Consumer Product Industry.

As Senior Vice President – Perfumery, Mr Blanchard will be responsible for extending leadership in building the perfumery ingredient business of Synthite.

Symega Flavours & Colours Quarterly Townhall with CEO Paolo George



**Obituary**



Mr Manu T M (26)  
Operator  
Synthite Kolenchery  
28-01-2017



Mr Prasad C P (33)  
Engineering Associate  
Synthite Ongole  
11-01-2017



**Winners of Silver Jubilee Endowment Award for Academic Excellence**

*Evelyn Eldo, D/o Eldo Varghese, Engineering B.I Kadayiruppu*

*Shruthi Palicha, D/o Rajiv Palicha, Spice*

*Anjana Aji, D/o, Aji KP, B.I Kadayiruppu*

*Ann Mary Baby, D/o, Baby N K ,Farmtech*

*Maria Mathew, D/o, Mathukutty N M, B.I Kadayiruppu*

*Boby Wilson, S/o, Wilson K V, B.I Kadayiruppu*



Synthitians having a memorable evening at Synergy 2016



Ms HariPriya PR and Ms Rosamma enthralled the audience with their dance performance



Team Riders, the overall champions of Synergy 2016, receiving the trophy from Dr Viju Jacob, MD and Mr Aju Jacob, Director



Annual Employee Outing at Synthite Ongole



The eye camp conducted at Synthite Ongole



The winners of the sports competition held at Synthite Ongole

**Family @ Work**



23 families of Synthitians took part in this year's Family @ Work program held on 26th Nov 2016. Members of the Jacob family also attended the event. The families that took part had a fun day filled with games. The children got an opportunity to showcase their talents - their art work was put on display too. All the families were also given gifts.

**CHRISTMAS CELEBRATIONS**



Santa Claus came calling at Synthite with loads of gifts



Silent Night..

Dance performance by Ms Maya, Symega Savoury



Christmas message by Fr (Dr) John Joseph



Dr Viju Jacob, Managing Director addressing the gathering

Mr Aju Jacob, Director felicitating the participants



This year's celebrations saw enthusiastic performances by teams from Synthite Kadayiruppu, Corporate House, Symega Flavours, Intergrow Foods, Spice division and Herbal Isolates



The dancers were in a class of their own



Christmas and new year celebrations at Synthite Maradur



The choir regaled the crowd



The celebration organised at the Anganwadi near Ramada resort, Kumbalam